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ABSTRACT

Project Senior Abilities (PSA) demonstrated and evaluated the concept that the needs and talents of older workers (over 55) can be matched with specific job requirements. An industrial advisory board identified occupational categories in the local economy which met the criteria of being temporary in nature with limited career opportunities and lacking in appeal to younger job seekers. Older persons employed in these mainly clerical, assembly, and packaging positions were paid through the Human Resources Center. PSA clients totaling 804, recruited through other agencies and the mass media, were interviewed. Positions were found for 280. The others were placed in a work force supplement program (skills bank). For all clients, data were maintained on the numbers and type of placements, referrals but no placements, and non-referrals. These data and personal characteristics were analyzed to assess potential factors which might prove predictive of successful employability. Detailed discussion and conclusions indicated that: aged persons had a need to work, there was a demand in industry for their skills, and job placements enabled workers to earn incomes above poverty level. Appended are: tables on client characteristics and attitudes, interview forms, and reprints of publicity articles. (Author/MS)

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Rehabilitation Series 6

MATCHING JOB AND WORKER CHARACTERISTICS
WORK SUPPLEMENT FOR THE AGED

Project No. 12-P-55050/2-04

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SIGNIFICANT FINDINGS FOR REHABILITATION WORKERS

Project Senior Abilities (PSA) demonstrated that the senior citizens are employable in part-time and temporary jobs, and given adequate orientation and retraining, companies will hire them. By placing the senior citizen on the Human Resources Center payroll while he is working at a cooperating company, he does not disenfranchise other workers.

A survey of the economic locale in which the senior citizens are to be potentially placed is necessary to define specific job areas that have the highest probability of hiring the older job seeker. The occupational areas for which the largest placements were made were in clerical fields, assembly and packaging operations.

In order to recruit applicants and to educate the community as well as to interest local business and industry, the program should be given maximal visibility. Dissemination of information through the mass media, lectures at agencies and organizations dealing with the aged, and seminars and conferences with all interested persons are recommended.

The employed senior worker can frequently become independent of other supportive programs with both financial and psychological benefits to himself, and economic benefits to the community. The latter result from reductions in such needs as welfare payments to senior citizens, better nutrition and health with consequent lowerings of medical needs.

Industries utilizing the senior workers as part time and temporary employees should be active in the planning of the project and continue to serve the project in an advisory capacity. Seminars and conferences should be held regularly including both the cooperating companies and the senior citizens who have been active workers.

As it is difficult for a non-profit organization to operate a program such as PSA on a self-sustaining basis, it is suggested that the benefits of such a program are sufficiently large that funding should be provided from local businesses and industry, as well as modest support through volunteer and community efforts.

The model program and techniques as developed in PSA can be implemented throughout the nation. However adaptation might be necessary if carried out in different economic areas. The research and evaluation results of PSA should be instrumental in the establishment of such programs, as well as in assisting those programs now in existence to improve their employment services to the senior worker.

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Rehabilitation Series 6

MATCHING JOB AND WORKER CHARACTERISTICS
WORK SUPPLEMENT FOR THE AGED

Project No. 12-P-55050/2-04

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INA MEND INSTITUTE
AT
HUMAN RESOURCES CENTER

The INA MEND Institute was established in May of 1968 through an agreement between the Insurance Company of North America and Human Resources Center to bring the newest in rehabilitation research to the insurance industry and to all of mankind. The Institute with its Executive Director and President of Human Resources Center, Henry Viscardi, Jr., is located at Human Resources Center, Albertson, New York. The Center is composed of three components: Human Resources School which offers a fully accredited education to previously homebound youngsters from infancy through high school; Human Resources Research and Training Institute which conducts research, training and demonstration programs in solving the problems of the disabled, retarded, disadvantaged and aged; and the internationally known non-profit demonstration training and work center, Abilities Inc. The INA MEND conducts seminars and serves as a research laboratory for the established MEND rehabilitation program of the Insurance Company of North America. The MEND program offers, on a national basis, to recently injured people a medical, financial, and vocational rehabilitation program. To supplement this program, the INA MEND Institute offers practical research in rehabilitation and safety. Also through the INA MEND Institute Research Library, recent publications are distributed to INA Nurses and other professionals in the field of rehabilitation.

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FOREWORD

The establishment of Project Senior Abilities at Human Resources Center was especially fitting. For over twenty years, the Center has been concerned with preserving and enhancing human dignity and developing the inherent talents and identities of the disabled and retarded through its programs of research, education, training and employment so that they may become self-sufficient and independent members of the community.

Project Senior Abilities at Human Resources Center, as an employment service for the older person, has opened up new avenues of approach which we feel can help others in the employment of the aged by changing attitudes, policies and procedures. Based on the American work ethic, Project Senior Abilities has helped the aged to continue to be a productive, contributing citizen whose life has meaning.

Older people need income. They have health and housing needs but, most of all, there is need for an interest and purpose in life. They do not differ from their younger contemporaries in the requirement that life have some meaning. Despite a good deal of progress in recent years one of the most serious defects in our present arrangements for older people is the absence of relevant and useful things for them to do, whether it be paid work or personal activity. Like everyone else, older people need to be needed. They need to have something to occupy their hands and minds and hearts.

This range of needs is generally supplied by a job. A job has meaning beyond the salary received. It is a social environment, a source of friends, a supplier of purpose. How much of life's fullness disappears when the job disappears, is one of the tragic surprises of retirement.

Through programs such as Project Senior Abilities we believe that many of the needs of the aged can be met and that similar models can be developed across the country.

Henry Viscardi, Jr.
President

HUMAN RESOURCES CENTER

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ABSTRACT

"Project Senior Abilities" conducted a demonstration and evaluation of the concept that the needs and talents of older workers can be matched with specific job requirements. The staff established an Industrial Advisory Board for the identification of occupational categories in the local economy where persons over 55 years of age might be placed. Criteria for such occupations were that they be of a temporary or short term nature, that they have limited career opportunities, and that they basically be positions which most likely would not appeal to younger job seekers. The majority of these positions were in clerical fields, assembly and packaging operations. To assure that the employment of these older persons would not disenfranchise other employees of cooperating companies, PSA clients were placed on the Human Resources Center payroll. Clients were interviewed and provided with work-orientation and retraining (where necessary) and, if no positions were immediately available, they were placed in a skills bank as a work force supplement contingent. For all clients, data was maintained as to the numbers and types of placements, referrals but no placements, and non-referrals. These data were analyzed in order to assess potential factors which might prove predictive of successful employability of a client. Over the period of the project, 280 clients were successfully placed. Evaluation of the overall effectiveness of the project indicated that (1) one third of the placed clients earned sufficient incomes that they were able to live without social security benefits and other sources of public support, (2) the earnings of nearly all of the placed clients provided them with incomes considerably above poverty levels, and (3) as a result of the wide dissemination of information on the project, several agencies and persons throughout the country planned the initiation of a similar non-profit type of program in their own communities.

CHAPTER I

INTRODUCTION

HISTORY, PURPOSE, AND RATIONALE OF THE STUDY

The Human Resources Research and Training Institute of Human Resources Center completed a four year study in May, 1973 (SRS Grant 12-P-55050/2-04) whose main focus was the demonstration and evaluation of the concept that the needs and talents of older workers could be matched with specific job requirements and the needs of the general economy. The concept of matching older workers and their jobs is not new. Hanman (1956) proposed a specific approach which involved combining a job analysis with an analysis of the physical abilities of the potential employee. The use of this procedure requires close cooperation between management and the plant physician. While it has been criticized in terms of the fact that it does not consider the emotional or mental demands of the job, and is geared largely to light and heavy industry as opposed to white collar jobs, it is undoubtedly a useful and sensible concept. The present project approached the problems of matching of the older worker and job requirements from a somewhat different point of view. It concerned itself with primarily economic and technological considerations, and attempted to identify positions which are, in general, not attractive or perhaps even suitable to younger workers. Clearly, it became important for employers to consider the Hanman Plan and consequently recruitment, placement and evaluation personnel working on the project attempted to familiarize employers with the methods used.

While Human Resources Center has represented a major demonstration center for the handicapped, with the Human Resources School showing how previously homebound disabled children could be fully educated, and Abilities Inc. dramatically demonstrating the effective employment of the physically disabled since 1952 and the mentally retarded since 1962, it had not specifically attempted to demonstrate the employability of older persons prior to this project. Nonetheless, the definition of "handicapped", adopted by Human Resources Center as being occupationally disabled, includes age, especially in the hiring of persons beyond the normal retirement age. Over the past fifteen years, 10 to 15 percent of the employees at Abilities have been overaged. At the time of the initiation of the present project (1969) there were sixty people between the ages of 55 and 65 years and seventeen over 65 years old. The research staff had collected clinical medical and psychological data on this group as part of their studies. Thus, the staff of Human Resources Center had had some experience in the employment of older persons in a competitive industrial setting.

While it is recognized that the employment of older persons does present some unique problems, the extensive experience in the problems of employment of the physically disabled and mentally retarded provided an excellent base from which to work with employment problems of the older worker. In addition, the liaisons established with local experts in the field of gerontology allowed for the development of an unusually sophisticated team approach in dealing with the successful employment of older workers. In the planning stages of this project, the staff conducted seminars and discussions with county officials, industrialists and experts in rehabilitation and gerontology. The resulting proposed project therefore involved several individuals over a period of time in order to arrive at what we considered a feasible solution to the problem.

Employment problems for the older American have been increasing far more rapidly than programs to deal with them. If one considers the fact that people, in general, are living longer, yet this increasing population of potential workers find it especially difficult to obtain employment when they lose their jobs. The tendency of most companies is to require

earlier retirement and, for the most part, government manpower programs tend to provide proportionately more services for younger than for older workers. It is clear that employers tend to favor hiring younger workers rather than older ones. However, it is equally clear that several older persons need to work in order to maintain a minimal level of living. Social Security benefits, by themselves, are far too low to cover the costs of living for those with no other sources of income. It has been estimated that about one third of all older persons are poor according to U. S. government standards. Though various public employment offices place many workers each year, they all too frequently lack sufficient staffing to give individual attention to each older worker who has employment problems. It is also clear that whereas many older workers become victims of plant shutdowns and technological changes while in their 50's (and therefore must wait a number of years before becoming eligible for Social Security benefits), the tendency among employers to induce early retirement leaves the majority of older workers without appropriate pension plans which might allow early retirement to be financially feasible. Private non-profit employment services for older workers have provided considerable assistance. The private non-fee charging agency has been successful in most cases because those who staff them are dedicated to helping older people become financially independent and self-respecting citizens. However, these agencies often operate under handicaps such as financial insecurity, dependence upon untrained volunteers and staff members who, though having good intentions, are lacking in the skills necessary to deal successfully with different problems. Furthermore, such agencies generally lack the support of a strong national organization which could furnish technical aid, useful information and support in seeking funds.

A major problem faced by the employer in hiring a senior citizen is that, by doing so, he is very likely to "disenfranchise" other qualified full-time employees. In short, if the job in question could be effectively performed by a full time employee of the corporation, it would be economically unfeasible for the employer to consider hiring an older job seeker. Hence, for any program designed at placing the older person, the characteristics of the employment opportunities considered important by the staff of the present project were: (1) That the job be of a part time, temporary or short term nature; (2) That there be no career opportunities associated with the job; (3) That qualified professionals believe that it would be inefficient to train a younger person to do the job when there are older job seekers available who already possess appropriate skills. As mentioned in the following sections, the focal point of the present study, was the development of a "work force supplement" or temporary employment program for older Americans which would be guided by the three employment criteria listed above.

An employee would be placed on the payroll of Human Resources Center. His employment with a cooperating corporation might be full time or part time, short term or long term. He might perform his duties at the facility of the cooperating agency, at home, or at the Center. The importance of such a program lies in the fact that, by being listed on the Center's payroll, the older employee would not adversely affect the retirement or other programs of the cooperating corporation. Thus, for example, if the retirement program of a company demands that a highly skilled individual be retired at age 65, he could "retire" and yet continue to be productively employed working on tasks of vital interest to that company while not affecting their employee benefit programs, since he would now be an employee of Human Resources Center. Furthermore, seasonal employment demands, or short term business emergencies, may be effectively handled without disrupting the normal operations of the cooperating organization or requiring relatively great amounts of time in recruiting, screening and training, as these tasks would be performed by the staff of the Center.

This program, entitled "Project Senior Abilities", was believed to solve many of the problems involved in the employment of the older job seeker. A survey of these problems

and the various attempts towards their solution, presented in the following section, provided strong justification for programs such as this.

EMPLOYMENT PROBLEMS OF OLDER WORKERS

The job market situation in which the unemployed older worker four years ago found his or her self was succinctly described by Secretary Wirtz (1968):

> "One out of every two jobs which become vacant is closed to all persons over 55; one out of four jobs is closed to persons over 45;
> One half of all men unemployed for six months or more are 45 and over;
> The percentage of long term unemployed who are 45 and over has been increasing by ten points since 1961."

Unemployment rates for workers in general and for those 45 years and over, in particular, on a national basis have increased substantially for both men and women since the secretary presented these facts in 1968 (Manpower Report, 1972). Furthermore, Miller (1964) has stressed that one of the largest groups among the American poor is the senior citizen. While the proportion of families below the official poverty line with family heads who were 65 and over had declined substantially during the 1960's, 15 percent of white families and 39 percent of non-whites were below the poverty line in 1969. Poverty was an even greater problem among unrelated individuals (unpublished data, State Data Book on Aging, 1971).

In general, the status of Americans older than 45 years, relative to employment, may be summarized as follows:

(1) The proportion of older people in the population of the nation increased during the past decade continuing a long term trend. Nearly one third of the population in 1970 was 45 years and over (Statistical Abstract of the U.S., 1971).

(2) Paid employment continues to be the principal source of income for older workers and their families. In 1969, males 45 years and over represented 4 out of every 10 male workers and the same proportion prevailed among women (Manpower Report to the President, 1972). Unemployment rates for older workers who remain in the labor force tend to be lower than the average for all age groups. The problems of older workers begin, however, when they get laid off . . . because of slack business, technological changes, or for other reasons.

(3) The proportion of older males working or seeking work declined again from 1960 to 1970 as it did during previous decades since 1900. The drop was especially noticeable in males 55 years and over. But the proportion of older women in the labor force increased, except for those 65 years and over (Statistical Abstract of the United States, 1971).

(4) The net effect of the growth of the population with declining labor force participation by males has been to increase the dependency of older workers and their families on incomes from pension plans, welfare benefits, and other transfer payments. The proportion of the population below age 20 and above age 64 who were dependent on those between 20 and 64 who were working to produce goods and services, has increased by about 28 percent since 1950 (U. S. Senate, Special Committee on Aging, 1969).

(5) Increasing dependency of older men, particularly those over 55, on pensions is shown by applications for Social Security benefits. In 1968, about half of the applicants were under 65 years and at the end of that year, about one third of all men drawing benefits were under 65 (U. S. Senate, Special Committee on Aging, 1969).

PROBLEMS IN IDENTIFYING THE "OLDER WORKER"

The problem of definition of the "older worker" is a difficult one. McFarland and O'Doherty (1959) observed that the literature on the subject defined the older worker as one who had passed the age of 45 years. Few studies have been conducted using persons beyond the normal retirement age of 65, for the obvious reason that limited numbers of such persons are employed. Consequently, most of what is known about the employment capabilities of the older worker deals with the population between 45 and 65 years of age. Howe (1964) in reviewing the literature in this field concluded that age was not a reliable guide for the selection of employees. He summarized studies which suggested that older workers were frequently more consistent in their rate of output, more accurate, and remained on the job longer than younger workers. Similar conclusions were reported by Nemirow (1965) who noted that older workers frequently have a better attendance record and, whereas older workers may occasionally work at a slower pace, their work was more accurate. Gilmer (1961), however, pointed out that older workers were likely to have small numbers of long periods of absence, whereas younger workers were more likely to have frequent periods of short duration absences. It is apparent that such an observation should be taken into consideration in the matching of employees with job characteristics and requirements.

In an early study, Carson and McConnel (1956) reported that there was little evidence to support the notion of a decline in intelligence attributable to age, though the authors point out that the older worker may show less speed and accuracy in learning and memory when confronted with new work which involves a rearrangement of well established work patterns. One should bear in mind, however, that from a physiological point of view, there is probably no function and no physical operation in which the data do not show some decline with age, although it should be apparent that great variations among individuals exist.

Of greater importance to the concept of employability of the older worker are studies directly bearing upon general changes in "productivity" as a natural concomitant of age. In his review of the relevant literature Griew (1964) concluded that ". . .these data neither support nor refute the suggestion that productivity decreases with advancing age. Such evidence as is available from output studies contradicts that which derives from studies of labor turnover, and the results of studies of accidents and absenteeism are so contradictory as to prevent any conclusion from being drawn." In conjunction with Griew's conclusions, it should be noted that data on productivity changes with age are, in general, inconclusive primarily because the output of older workers is functionally related to the kind of work they do. It should be clear that jobs involving time-stress (such as piecework) are frequently hazardous for older workers (Carson and McConnel, 1956). Welford (1958) found that, in addition to the above factors, changes in performance due to advancing age may often be offset by greater experience of the older employee. In many tasks, Welford suggests that older persons may be working efficiently enough within their capacities that changes in performance due to age, per se, are not a significant factor in productivity considerations. In general, as pointed out by Flaim (1969), the health conditions of most men permit them to continue working until well after 60 years of age. Flaim reported that about 77 percent of all men 60 through 64 years of age were in the labor force in 1968. Those who were ill or disabled in 1968 constituted only about 17 percent of all men not working or seeking work in that year. Whereas it is recognized that the proportion of the

population with one or more chronic poor health conditions does increase with age, the importance of this factor would appear to dictate the kinds of work that the elderly person might perform rather than the all too common feeling that such individuals are "unemployable." Nemirow (1965) succinctly summarized this attitude by remarking that employers should ". . .consider trying somewhat harder to determine whether a particular older job applicant ranks high or low in such areas as 'ability to adjust' and 'productivity' since the failure to do so may result in the loss of the . . . chance to hire a loyal, steady, and highly skilled worker."

Further complicating the study of age in industry is the observation that age, while objectively and easily operationally defined, may be a criterion of low meaningfullness and minimal predictive value in assessing "employability". Selye (1956), for example, has observed that age is not even a particularly reliable indicator of an individual's physical condition. Gilmer (1961), in referring to the employment of aged persons, notes: ". . .some get old in their thirties, others are capable of working to their sixties. Among skilled workers in our industrial society productivity continues as long as general health and physical opportunity permit. Little information is available from which it is possible to determine the role of age, per se, in industrial output. On the whole, there is little evidence that the output of older workers is less than that of younger ones."

Similarly, McFarland (1956) concluded that aging is a highly individual matter and that chronological age alone is rarely a reliable index of a person's physical or mental development and adjustment. He notes that aging may be more significant for some occupations than others by virtue of differences in the demands made upon individual abilities.

From these data it is apparent that no general relationship between the potential productivity of the "older worker" and his chronological age can be made that might serve as a reliable index for potential employers. The most important factors to be considered relate to individual capacities in relation to the physical and mental requirements of various occupational areas.

EMPLOYMENT REQUIREMENTS OF THE OLDER WORKER

For the retiree covered by a private pension plan, Social Security benefits and other sources of income, early retirement, so far as financial security goes, can be elected without too much worry except for the effects of continued inflation. Brooks (1972) recently conducted a study of early retirees covered by 73 private pension plans. He found that 41 percent had incomes in excess of $600 per month and, in addition, 85 percent had additional income, and that most owned their own homes. Of this group, 87 percent reported that they were "satisfied" with early retirement. However, retirement provisions such as these covered only a minority of older workers who retire early, probably not more than 10 to 15 percent of all such persons. Not only is their data suggesting that older persons can be productively employed but there is evidence that retirement may not be particularly healthy for at least some aged persons. Fillenbaum (1967) found that of persons who retired, nearly one third continued to work in one capacity or another. Comparing a group of older workers who had retired with those who had continued working, he found that the working aged had more education and came from higher occupational status groups. Financial need, health, jobs previously held, generalizability of job skills and intrinsic interests in work did not differentiate the retired from the working aged groups. On the contrary, work appeared to represent a way of life for the working aged and they seemed to have no wish to adapt to a conventional retirement status. Thompson, Streib, and Kosa (1960) followed up over 1600 persons beyond the age of 65 over a three year period.

They also compared the retired with the non-retired persons and found that general satisfaction with life was lower in the retired group.

In a more recent study, Sigler (1967) reported on the re-employment of the elderly cardiac. He found in all occupational groups that more cardiacs returned to work if their attack occurred before they were 50 years of age. He noted that the death rate was lower among those who returned to work although he recognized that hereditary-constitutional, emotional and socio-economic factors contributed significantly to an explanation of his finding. Nonetheless, this study provides a basis for the belief that continued employment is likely to have some affect upon the constitutional, emotional, and socio-economic status of the individual.

Back, Simpson, and McKinney (1963) note that satisfaction with work tends to be greater among white collar workers and, therefore, may be potentially more stressful for them. This is a particularly important problem as our culture becomes increasingly white collar in nature. Related to this issue, Kreps (1967) noted that work-capacity may be more severely limited by age on unskilled and semi-skilled tasks than in most white collar tasks. She observed that:

> "As the job mix comes to include larger proportions of professional, technical, and kindred workers (who make up the fastest growing occupational groups), the work capacity constraint will be applicable to a smaller proportion of older men."

A number of studies have indicated that older workers can profit from training or re-training, although "conventional wisdom" in the field would suggest that this might not be the case. Howe (1964) observed this in his review of the literature as did Belbin (1963) and Entwisle (1959). Belbin concluded that ". . .the problem really seems to be whether it is economically worthwhile when there are young men who could be employed."

The role of economic considerations in the employment of older persons is emphasized by Kreps (1967) who concluded that

> "The overriding importance of economic conditions in setting the limits to older worker employment has been demonstrated throughout the post-war era of unemployment and underemployment in the United States. By contrast, the nations of Western Europe have experienced high growth rates and ever-accelerated demands for workers of nearly all types. Confronted with acute labor shortages, these nations have developed extensive programs designed to maintain high levels of performance on the part of all workers. Our own willingness to improve human resources via similar methods may have to await the appearance of similar shortages in this country. In the interim, the fact that job performance does decline at some age level should not be confused with the slack job opportunity. The latter, which leads to the setting of maximum hiring ages, reflects the need for a screening device rather than the problem of a decline in work capacity."

McFarland and O'Doherty (1959) expressed a similar point of view. They noted that industry frequently contends that the employment of older workers is costly as a function of insurance costs and other considerations. Specifically, they note that:

> "It remains to be shown whether utilizing the older worker in certain occupations is more costly to the employer than hiring younger workers. If

the older worker costs the firm more, the question arises as to whether this cost is compensated for by the advantages of loyalty, dependability, and other factors which most studies have shown older workers to possess. The employment of older people is, of course, of inestimable value to themselves, the society in which they live, and the economy in general."

EMPLOYER ATTITUDES AND THE JOB MARKET

Job market conditions are clearly an important factor in determining whether or not older workers will be hired. During World War II older workers had no trouble in finding jobs. Older people 45 years and over make up about 30 percent of the population, but they constitute 40 percent of the labor force and over 95 percent are employed. Obviously these people are a valuable part of the work force of the nation and the fact that their unemployment rates are below the average for all workers indicates that "they must be doing something right."

The chief employment problems of older workers arise from economic barriers such as: (1) industrial changes which result in closing entire plants, (2) technological changes such as the substitution of mechanical power for human effort as in many phases of agriculture and transportation, (3) general economic depressions which result in large layoffs of personnel, (4) competition in the American markets from cheaper goods made abroad, and (5) more or less chronic general underdemand for labor in the American economy which reflects the tendency to produce goods and services at less than full capacity, except in national emergencies.

Employers' hiring attitudes and policies are often an important barrier to the employment of older persons. There is a general bias in favor of younger persons rather than the older citizen which reflects the prevailing mores of our times. This bias may or may not be justified in particular instances depending on the individual and the job in question, but it generally works against hiring older workers in surplus labor supply markets. The reasons typically given by employers for not hiring older people vary from time to time and from place to place, but they usually include physical requirements of jobs, promotion from within, reluctances of older workers to take reductions in pay, and probable increased costs, including those connected with pension plans. Employment prospects for older workers who get displaced seem to be best in government, sales, clerical and service jobs and poorest in agriculture, manufacturing, and laboring jobs which impose "undue" physical strains (Axelbank, 1969). After critically reviewing data relating to employer attitudes towards hiring the older worker, Axelbank (1969) arrived at the following conclusions:

(1) There is no clear evidence concerning workmen's compensation rates because these rates are based on industry experience and the record of individual employers. Older employees affect these rates only if they affect the accident frequency and severity rates, and there is no clear evidence that they do.

(2) The costs of life, sickness and other insurance coverages are very small relative to total payrolls and therefore are not a major reason for not hiring older workers.

(3) The costs of hiring older workers to employers who have private pension plans may be higher than would be the case with younger workers. The conditions for determining eligibility of pensions and the vesting provisions, if any, must be considered in this connection.

In conjunction with these observations, the unemployment problems of the older person cannot be viewed in isolation of several personal qualities of older workers

themselves. Elderly persons who have been displaced from their usual occupations are typically less mobile geographically than younger workers because of home ownership, family ties, desire to be near friends, and other reasons. They often have less formal education than younger workers and find it more difficult to meet formal job requirements. Without special counseling and opportunities for suitable training, they may well become discouraged about working after months of fruitless searching for jobs and give up trying to work.

CURRENT PROBLEMS AND EMPLOYMENT STRATEGIES

In terms of the problems presented above, what can and is being done to improve job prospects for the older worker? Clearly, the most important single thing is that the general economy functioning is maintained at the highest possible level of production and employment. Most jobs and job openings are in the private sector of the economy and unless there is a strong general demand for all types of workers, older workers cannot expect to have good employment prospects. Even when various job possibilities can be successfully identified, special counseling, training and placement facilities for older workers may be not only helpful but necessary.

Brennan, Taft and Shuback (1967) have presented a number of general suggestions which should be considered by all persons involved in the processes of employing the older worker. A few of the more generally applicable of these suggestions are: (1) Employers should put training and re-training for jobs on a continuous basis and not wait until a worker reaches a certain age or until he is about to be displaced; (2) A cost equilization fund might be set up to compensate employers for the extra costs, if any, of pensions, workmen's compensation, and pension plans attributable to hiring older workers; (3) Worker mobility might be improved by providing better information on job opportunities, loans at low interest to cover costs of moving, and government subsidies to cover transportation costs. To a limited extent, some of these suggestions (particularly on the problem of mobility) have been followed in experimental situations, but the results have not been very encouraging.

Another suggestion which is currently being attempted in many parts of the nation provides government funding of jobs under the National Emergency Act. The contracts made with national organizations representing older persons, provide a limited number of part time jobs to the elderly as Community Service Aides.

Employment services for older workers, including counseling, training, testing, referral and placement, are now provided by the U. S. Employment Service and its affiliated state services which operate over 2,200 offices with about 26,000 employees in all industrial areas of the nation. These offices provide, however, for only a small fraction of the millions of older workers each year.

There are also a growing number of private profit-making agencies which serve some older workers. Very little information is available about the clientele served by these agencies because there are no uniform reporting requirements covering counseling, placement, and other services.

Because counseling, referral and placement of older workers is often a time consuming process, neither public service nor the profit motivated private agencies find it possible to meet the needs of the majority of older workers and their prospective employers. To partially fill the gap, a number of privately sponsored placement agencies have been established by church groups, clubs and individuals, some with the aid of government funds,

and many of them staffed by volunteers. Some representatives of the various types of employment services available to the older worker will be briefly presented.

The Public Employment Service

Louis H. Ravin, Special Assistant to the Secretary of Labor for Older Workers, presented the aims of the public employment services as follows: "Our goal is to offer the older worker a range of real and reasonable alternatives from among which he can make a free choice depending on his individual needs and capacities." (Ravin, 1968, p. 95)

In the early part of the 1960's, the United States Employment Service (USES) gave attention to the older worker and the problem of how to deal with forced retirement. Counseling services for this group (generally defined as those 45 and over who experience employment problems because of age) were expanded by adding personnel to state agencies and upgraded by requiring higher educational requirements for staff members. However, the results of the increase in staff of the USES and the expansion in communities served, so far as the older workers are concerned, are not precisely measurable from the statistical reports. In general, the data indicated that services to this group were maintained at about the same level throughout the decade, whereas comparable services for younger workers (particularly, those under 22) showed dramatic increases.

The greatest success in obtaining a relaxation of unrealistic age limits was achieved when the qualifications of specific applicants were discussed with the employer. Employers did not resent job development efforts so long as the approach was centered on workers who could meet their job needs. In effect, the USES projects emphasized the need to match the specific talents and capabilities of older workers with equally specific job requirements.

With a shift in priorities for service in the 1960's, there was the development of the concept of a comprehensive manpower service program for the USES, and the application of computer technology to the processes of serving applicants and employers. The USES program for older workers entered a new era at the beginning of the 1970's. The basic objectives of the Comprehensive Manpower Office approach are to make it possible for the USES to serve its millions of applicants and employers more adequately than in the past, without an increase in staff and in such manner that staff time and expertise can be reserved for the applicants with the most difficult employment problems. However, priorities for applicant services underwent revisions such that workload pressures became important in deciding about how much time should be given to older workers compared with youths, veterans, welfare applicants and others. Overall, it is clear that the present labor market information program of the public service does not provide the kinds of data that would be of most help to older job seekers (e.g. information as to where part time jobs might be found, the nature of establishments that have hired older persons in the past, etc.)

Unfortunately, sufficient studies have not been made of the older person's job hunting problems that difficulties unique to these persons may be adequately assessed. One study of job applicants at selected public employment offices in the early 1960's showed that older worker educational attainments, attitudes, and motivations had a significant bearing on their job prospects (Sobel & Wilcock, 1965). Older workers registered at public employment offices were found to be possessed of less skill and less well educated than the total unemployed group at any one time. A quarter of the older worker unemployed group were not willing to consider a different type of work from that previously held. Very few had considered moving to a different area to search for work, and most were reluctant to consider taking lower wages than they had usually earned. As mentioned earlier, these factors are frequently noted when considering the problems of employment for the older worker.

The federal administration in the post World War II period showed an awareness of older worker employment and their problems. This awareness has resulted from a variety of studies, and has brought about increased staff for the public employment service, two White House Conferences on problems of the aging, passage of the Older Americans Act in 1965, enactment of the Age Discrimination in Employment Act of 1967, and other measures. A good deal of credit for bringing about these developments must be given to the Special Committee on Aging of the U. S. Senate which has proven to be an effective forum for discussion of problems of the aged, for stimulating new ideas for legislation and for making the American public more aware of the status of older people in our society.

Several federal government programs provide jobs for older persons. The Labor Department is conducting programs affecting older workers under three laws: the Manpower Development and Training Act, the Economic Opportunity Act, and the Work Incentive Program of the Social Security Act. These laws provide the basis for some training of older workers and some jobs at an estimated cost of about $100 million (Fasser, 1971). However, to qualify for one of the limited number of jobs available, the applicant must be "elderly" (the average age is 69), poor (average income per couple is $900 per year), and able to do physical work in parks, campgrounds, etc. The average worker puts in three days a week and may earn up to $1,600 per year.

Under the Emergency Employment Act of 1971, Congress provided funds for about 150,000 public service jobs in a wide range of fields. The law stiuplates that older workers 45 and over are to participate in this program only to an extent commensurate with the proportion of the total number of unemployed persons they represent. This represents about 20 percent, or 30,000 jobs available to the elderly. Other jobs for older people are provided under contracts between the U. S. Department of Labor and the National Council of Senior Citizens as well as the National Council on Aging.

While the number of jobs provided by private agencies with government funding does not go very far toward reducing unemployment among older people, they do demonstrate both the need for the kind of services being rendered and the availability of older people to do the work. The few thousand people whose income are increased will, in most cases, become self-sufficient rather than dependent upon public assistance.

Older worker employment problems, especially for the long-term unemployed are usually complex and the solutions difficult and time consuming. An agency such as the public employment service, although it has counselors trained to deal with older worker problems, cannot cope with the large number of applicants who need special help. Furthermore, there is a question of priorities for service when large numbers of people are unemployed and the service is expected to make a placement record. Interviewers in local offices tend to establish their own set of priorities when confronted with large numbers of applicants. Awareness of this problem and the fact that public employment offices do not adequately serve people living in rural areas has resulted in a few government supported projects carried out by local agencies in efforts to show what can be done for older job seekers and the best way to provide services. Also, the sympathies of local churches, national organizations devoted to serving older people and other groups have been aroused by publicity and case histories of the dismal financial situations of many older people and their needs for more employment opportunities. One result has been the establishment of non-profit employment offices for older people staffed mainly by volunteers with funds obtained in a variety of ways. A few private agencies have been established on the pattern of Manpower, Inc. to offer employers qualified older workers whose wages are paid by the agency rather than by the employer who gets the service.

The results of many of these non-profit employment agency efforts, particularly those federally funded were to a limited extent encouraging but, more importantly, pointed out a number of significant short-comings of such projects. A survey of many of these projects (Adams, 1972) revealed a number of deficiencies, though one must bear in mind that no single project suffered from all of them:

(1) Too little guidance was given to inexperienced staff members and much of the project period passed before staff members became familiar with technical tasks such as counseling and job placement.

(2) The purposes of the project were never made clear to all concerned and the basic assumptions underlying the project were infrequently pretested.

(3) There was little or no evidence of any new procedures developed by the staff. Also, there were frequent lacks of concensus among those responsible on objectives, and failure to explore the characteristics of the elderly persons constituting the population from which samples were taken in advance (e.g. attitudes towards work and retirement, welfare, education and training). In some cases, the goals were simply too ambitious for the time and money allotted. As a result, such factors as the efficacy of psychological interviewing and testing could not be objectively evaluated.

(4) Most of the hiring concerns did not have a formal training program. Only a small proportion had an on-the-job training program for new workers, and the counseling and training services provided by the agency staffs proved to be inadequate to the specific needs of the elderly population studied.

From these and other short-comings of these projects, four major recommendations were made by the many experts who reviewed these data:

(1) Plans and goals need to be related in advance to the needs and desires of older workers, to labor market conditions, and to the possibilities for cooperation in each community.

(2) Cooperation and agreement on goals should be established with all concerned organizations, especially employers before employment projects are initiated. A steering committee on employers to guide the project and promote acceptance of the trainees should be established.

(3) Training programs may require prior basic education and larger stipends to both trainees and employers who provide on-the-job training.

(4) Older workers' needs and motivations vary a great deal. Therefore a multi-service package including testing, counseling, basic education, training, job development, and placement should be provided. Formal training in some cases may not be the answer to older worker problems and it may not interest potential employers. The services offered should be adapted to the needs, desires, and potentialities of each individual.

Profit Oriented Employment Agencies

Although surveys of how older workers get jobs indicate that private fee-charging agencies play only a very minor role, they undoubtedly do assist many older workers who have difficulty in finding suitable work on their own initiative or through agencies sponsored under the public employment services. Very little is known concerning their

services to applicants because data are not collected on counseling, referrals and placements on a national basis. It is clear, however, that private agencies seeking profits tend to put most of their energies into finding jobs for applicants who have skills in demand and who do not have to be re-educated, retrained or rehabilitated before they can go to work. Some older workers can be readily placed in jobs after counseling and job development but many cannot. In addition, the private fee-charging agencies tend to be highly selective and that is to be expected.

An example of a profit oriented agency that provides part time or full time help and specializes in serving older workers is Mature Temps. This organization is sponsored by the National Retired Teachers Association and the American Association of Retired Persons. Launched in 1968 it now has offices in large cities coast to coast. No fee is charged to the older worker. Employers pay Mature Temps for the services rendered. There is no age limit providing there is ability to do the work. Only a small minority of the job seeking older persons, however, pass the tests, though applicants in their 70's are not uncommon and people at age 85 have been successfully employed. Refresher training, if needed, is supplied and applicants are taught, when necessary, to operate various office machines. Wages paid by Mature Temps are based on each individual's skills and experience.

The success of Mature Temps indicates that the business world wants and needs older workers for a variety of jobs and clerical positions. Skills in demand include typing, shorthand, and filing. Professional people such as accountants, engineers and others have been placed. Some retiress have found that jobs as messengers and mailroom workers suit their needs. But only a minority of older job applicants have the kinds of skills in demand and can pass the rigorous examinations that qualify them for jobs with Mature Temps.

Non-Profit Agencies and Volunteer Services

A survey of state offices for the aging and the literature on older workers conducted by Adams for Human Resources Center in the summer of 1972 produced replies from 28 states and a list of over 60 local non-profit agencies that are believed to offer employment services to older workers. Information obtained from hearings before Congressional committees and from other sources (such as the publication Aging/1) indicated that there were available employment services for older workers which apparently were not known at the state level, probably because they had not secured funds or other assistance from that source.

In terms of age, origin, staffing, funding, sponsorship and probably other characteristics, the agencies in the list of over 60 about which some information was obtained showed no uniformity. Some have been operating for several years and are well established. Some were started by religious groups although they provide services to all job seekers. Many are staffed primarily by older people who have volunteered their services. Funds for operating expenses have been raised by selling goods made by women supporting the agency, by obtaining donations from churches, by grants from local governments and agencies of the U. S. government, and by gifts from private groups such as chambers of commerce. A few work closely with state employment offices but others apparently do not. Two have operated on the same basis as Mature Temps except that the charges to employers were not intended to cover more than the cost of services. Some provide services for workers of any age who feel that their age has been a serious handicap, but others restrict services to those 60 or over.

The one characteristic that all of these agencies have in common, is the compassion on the part of those operating them for older job seekers and the desire to help them find

jobs. Counseling and minor training are provided, if at all, as a means of helping people find jobs and not as aspects of a research or experimental project. All of these agencies are subsidized in one way or another.

Information received from other local agencies serving older job seekers stress the following points: (1) They often need bolstering of self-esteem regarding employability and help in accepting reality factors which may limit their employability; (2) They need a personalized referral, i.e., they talk with a person in another agency about each person's problems, make an appointment, and ask for a report back rather than suggest they call the agency; (3) Imagination may be needed to think of new jobs for those no longer able to carry on at their usual occupations. An example was a man who had to retire as a fork lift operator but who found employment making fishing lures which was formerly a hobby; (4) Placement of older workers is often difficult in rural areas because public transportation is poor and a car and the ability to drive are practically a must for anyone working or wanting to work.

Although these local efforts to provide help to older job seekers have contributed to knowledge about the techniques for dealing with this problem and also to the kinds of jobs that older people can do, the chief value of these projects probably are found in their other features. Most important of all is the demonstration of concern about the problems of aging shown by many groups and individuals and a willingness to give time and effort to their solution. It is likely that there is much more activity at the local level than this survey has shown. Volunteer groups have also shown that they can be of real service to older persons, although they may not have all the skills of professional interviewers. These volunteers, through their desire to help, have shown the need for services to supplement those provided by the state employment offices and private profit making agencies.

While there is much to be said for the volunteer approach, there are some obvious shortcomings to this solution of older worker employment problems. Obviously, the numbers needing help are huge in comparison with those who have benefitted from the spotty, mostly small programs developed by volunteers and local groups dependent on contributions and year to year government grants. While some volunteers may have had experience in interviewing and counseling, it is likely that many have not and that they have lacked the necessary know-how to be most helpful. In most cases where the volunteer group has worked closely with the public employment service, technical assistance and some training for the staff have been furnished in addition to information on job openings and other matters. On the other hand, some offices have functioned successfully for years apparently without any close working arrangement with the public service. The desire to be of service coupled with initiative and imagination has in some cases overcome the lack of initial know-how and expertise. It would seem possible, however, given the widespread awareness of the problems and desire to be helpful, to develop a more effective nationwide program of volunteers coupled with some regular, full-time professionals.

SUMMARY AND RECOMMENDATIONS

Employment problems of older people in the United States have been increasing more rapidly than programs to deal with them because:

1. People are living longer and the population 45 years old and over has been increasing more rapidly than the total population. There were about 62 million in the 45 and over group in 1970 and it is expected that this age group will increase to 67 million in 1980.

2. People 65 years old and over have been increasing in numbers more rapidly than the over 45 group in general. Most of the increase has been among women most of whom are financially dependent on pensions, Social Security benefits and other transfer payments.

3. Fewer men 45 and over are working today than there were ten years ago and the trend is down, especially among those 55 to 64 years and those 65 years and over. Among women the trend has been the reverse for those under 65, but the proportion of women working after 65 has also declined. The economic changes that force people out of jobs include plant shutdowns, decline in demand for products, foreign competition for markets, technological changes and business failures.

4. Many men and women in the older group lose their jobs before they become eligible for pensions and Social Security benefits, need to work, but for a variety of reasons such as health problems, lack of education and skills in demand and bias on the part of employers favoring younger people they have great difficulty in finding other work once they become unemployed.

5. The longer older people remain unemployed the more difficult it is for them to help themselves find other work and also for others to help them. Skills deteriorate during long spells of unemployment; workers become discouraged, lose the will to keep trying and eventually leave the labor force. They apply for Social Security benefits as soon as possible (age 62).

6. Workers who can elect to retire in their 50's because they are financially secure represent only a minority of older people. They are covered by private pension plans and have adequate personal resources.

7. About one-third of all older people, especially those 55 and over are poor according to U. S. government standards. Many of these people can work and want to, but are unable to find jobs they can or will take.

The employment problems of older people, therefore, grow out of a combination of circumstances many of which are beyond the control of the individuals concerned. They become the victims of economic and technological change from which society in general may benefit. Once displaced, many older people do not have the information about other potential jobs or the ability to sell themselves. They may also lack the education and skills which employers demand. It may be necessary for them to change occupations, and locations, to accept lower wages and less job status than they had previously. Without counseling and guidance they may not appreciate that they have to adapt themselves to the job openings available and take a realistic view of their job prospects.

Solutions to the employment problems of older workers must take account of the complex causes which bring them about. Government actions to maintain a growing economy with full employment are of prime importance. Measures which employers might take to keep them working, including furnishing training and education programs, are needed. Job redesign can be useful to both old and young workers so that work can be done with less physical strain. Employers need to reexamine their hiring specifications to take account of the availability of older people especially for part-time jobs. Better enforcement of legislation prohibiting discrimination in hiring based on age alone may help, although there are usually ways to get around the law if someone wants to do so.

The measures for alleviating older worker employment problems concern public and private employment agencies and organizations which supply counseling, testing, referral, job development and placement services. The principal findings are:

A. The public employment service (United States Employment Service and affiliated State Employment Services) is an important aid to the older job seeker. It has developed a great deal of technical know-how for dealing with older worker employment problems; it has counselors in all large areas who have been trained to help solve these problems; and it counsels, tests, refers and places hundreds of thousands of older people each year.

But USES services for older people have not been adequate to take care of their needs in the past for the following reasons: (1) Adequate services for many older workers require much more time than for other applicants. There has not been sufficient staff to serve all applicants fully. As a result other groups of workers have been given higher priority than older people who have not formed pressure groups or called their problems to public attention as forcefully and effectively; (2) Support by administrators for older worker services has fluctuated with changes in the political scene and with changes in Congressional attitudes and appropriations; (3) Periodic drives to reduce unemployment rates tend to focus attention by staff personnel on workers relatively easy to place; (4) Interviewers themselves may have biases in favor of the young worker and may not fully appreciate the desirable qualities that make older people qualified and acceptable workers.

The recently introduced system of providing comprehensive manpower employment services will help in several ways to overcome weaknesses in the old methods and attitudes. But it remains to be seen how well it will serve the needs of older workers. At present it seems unlikely that a computer oriented system will be useful to older workers unless they are ready and able to work and have skills in demand. The public service will probably not be able to take care of all the more difficult and time consuming cases that require extensive counseling, job development, and a great deal of personal attention from a sympathetic interviewer who understands older people's problems.

B. Private, fee-charging employment agencies also help older job seekers find work and provide valuable counseling services. They have two serious drawbacks from the standpoint of most older people; they are expensive and they tend to be selective, picking out those who are relatively easy to place. These agencies, therefore, will continue to serve only a small part of the total number of older people in search of jobs.

Recently, a new type of employment agency of which Mature Temps is an example, has shown that there are employment possibilities for older people, especially in office jobs, on a part-time basis. This type of agency has found many older people available who only want part-time work. Many business concerns such as banks, insurance companies, retail stores and others who need extra help during vacation periods, holidays and others such as the Christmas shopping season have part-time jobs available. An important handicap to older worker employment is overcomé by those agencies which hire the workers themselves, pay their wages and taxes on wages and bill the employer only for services rendered.

C. A third type of agency, the private or semi-private non-profit organization founded by local groups and/or individuals who simply want to do a good turn for older people, has come into existence in substantial numbers during the 1960's. Most of these organizations are small and are therefore limited in helping relatively small numbers of older people. They are staffed, in many cases, by volunteers (some of whom are themselves older people) and they depend on subsidies to meet operating expenses. They probably get the most difficult cases of all to deal with because the more readily placeable individuals have found jobs in other ways. It is probable that they help only a few thousand of the tens of thousands of older people needing services, but every person that they help is one fewer to live in poverty and with potential feelings of not being wanted.

The principal strengths of these agencies are attributable to the strong desire on the part of those manning them to be helpful and to give their time, and in some cases, cash to keep their service going. There is no substitute for these qualities that is anywhere near as beneficial. In addition, some groups have developed new occupational fields for older people and also good working relations with other community agencies, such as health services, so that older worker problems that interfere with employment can be treated. In some instances, mutually beneficial working arrangements have been developed with local offices of the State employment service, but many of these local voluntary offices seem isolated from the mainstream of employment.

Experience has shown that local voluntary services and those established as demonstration projects may have serious weaknesses. They are often funded wholly or partially by federal, state and local governments but for a limited time only. Consequently, their staff may no more than get acquainted with their tasks before the funds run out. Volunteers are usually untrained in the art of counseling and interviewing and therefore may not know how to handle the most difficult cases. Job development information, unless the organization has the full cooperation of the public employment service, must be obtained by field visits to employers, a time consuming and sometimes unproductive endeavor. Desirable office space is usually unavailable and sometimes difficult to find. Altogether, it is not easy to establish an employment office, staff it, pay the necessary expenses, and develop a staff capable of doing good work. The record shows that many groups have been successful. Relatively little is known about those that were not.

With all of their problems and weaknesses the private nonprofit, volunteer organizations have demonstrated that they can do good work and that they are necessary if older workers are to get the employment services they need and deserve. It seems worthwhile therefore to consider ways and means of encouraging and strengthening these efforts so that more older people and the communities in which they live can benefit from having larger numbers working as much as they can and want to.

The findings from this survey suggest that there are several ways in which employment prospects for older workers can be improved. Since it has been concerned primarily with what employment services can do, the recommendations that are presented here deal with steps that might be taken to improve the performance of these agencies. Attention will be focused on private non-profit agencies because of the limitations under which the public employment service and private, profit oriented agencies operate.

A nationwide effort should be made to expand and improve the efforts of the private non profit agencies. There are many of them that have proven successful and these can be used as models for the creation of additional ones. These goals might be accomplished by:

(1) Providing more financial help for local volunteer groups from federal, state or private sources such as foundations. Title III funds under the Older Americans Act should be increased. Government agencies should recognize that it would be less costly and more beneficial to the elderly poor to find jobs for them than to have to have them idle and living on welfare checks.

(2) The newly created federal ACTION agency (established by legislation in August 1971) might encourage local volunteers to consider developing employment services or to work with existing agencies that provide such services.

(3) Providing channels of communication among agencies now operating so that

they could learn from one another about successes and failures. A publication devoted to the work of such agencies would be helpful. Periodic meetings or workshops might be held to provide for exchanges of information, reports on research in industrial gerontology and other matters of mutual interest.

(4) Technical advice and assistance about how to start and operate an employment service for older workers could be provided by local groups from successful local agencies, national organizations such as the National Council on the Aging and the National Senior Citizens Council. Such organizations could also provide assistance in training volunteers to do interviewing, counseling and placement work. Assistance in developing record keeping and reporting systems is also needed.

(5) Universities and colleges should be encouraged to work with local agencies and study their operations since the findings would help the agencies and the clientele of these organizations would provide useful basic data for research. More universities should also consider offering courses to persons who would like to help older people with employment problems.

PROJECT SENIOR ABILITIES

As mentioned in the introductory section of this report, the purpose of the project was the demonstration and evaluation of the concept that the needs and talents of older workers could be matched with specific job requirements and the needs of the general economy. This was to be accomplished through the use of the following two major approaches:

(1) An in-depth study of the local economy conducted by social scientists and business men to identify occupational categories in which demand exceeded supply and job characteristics were ideally suited to characteristics of older workers. The criteria for such jobs were (a) that they be of a part time and/or short term nature, (b) that there be no career opportunities associated with the job, and (c) that qualified professionals believed that it would be inefficient to train a younger person for the job when older persons who already possessed the necessary skills were available.

(2) The establishment of a Work Force Supplement program, entitled "Project Senior Abilities" (PSA), in which older workers would perform work for cooperating companies yet be considered employees of Human Resources Center, thereby avoiding the adverse affects on retirement and other employee benefit programs of these corporations. Once this work force supplement or temporary employment program for senior citizens was developed and well established, an evaluation of its effectiveness was initiated by the research staff. The principal aim of this evaluation was to identify those characteristics of the older worker which might prove predictive of their success on the job.

STAFF AND PROJECT SETTING

The setting for PSA was at Human Resources Center in Albertson, Long Island, New York. The Center is composed of three coordinated units: Human Resources Research and Training Institute, Abilities Inc., and Human Resources School.

The primary facilities utilized by this project were those associated with the Human Resources Research and Training Institute. This unit has 42,000 square feet of classroom,

library, recreational, research, and office space. The medical and behavioral research areas include laboratories equipped for reception and recording of physiological and psychological telemetric data and comprehensive diagnostic testing. These are supplemented by an X-ray room, a dental facility, a research opthalmological facility, and general medical examination and evaluation rooms. Each of these facilities are appropriately staffed with professional personnel in the engineering, biomedical, physiological and psychological fields. In addition, other areas are equipped for research in medical electronics and orthotics. These facilities are augmented by a specialized technical and reference research library which serves all programs and is staffed by a professional librarian.

Throughout the course of the project the staff recognized that many aged people need a period of time to be re-oriented to work, "brush up" on their skills and become acquainted with modern business equipment. For example, the older secretary who did not work in a number of years needed retraining on an electric typewriter and required some introduction to new office equipment. The training aspect was continued for those who required it and ranged from a period of one to four weeks, with most needing an average of one week. Human Resources Center, since its inception, has rendered a number of training services for the handicapped including Vocational Education, Personal Adjustment Training, On-The-Job Training, Placement and a Work-Study program. The experience of the personnel in these programs greatly enhanced the present project as many aspects of the training programs were readily adapted for evaluation, training and placement of the older worker.

Abilities Inc. is a non-profit work center similar to competitive industry. The work done at Abilities is highly varied with 400 industrial and clerical jobs in simultaneous production. Approximately 150 handicapped and mentally retarded persons are employed at Abilities. In addition to the specified training areas, the production lines at Abilities were also used to train (or re-train) some of the older workers after the initial interview indicated the necessity for such re-orientation. Several improvements were made in these training areas as well as the provision of additional spaces for trainees in this project. A number of rooms were made available to permit individual interviewing, work-orientation and guidance, as well as seminars with industry and various other interested groups and agencies.

The staff consisted of two fundamental components. The "job-orientation" team which consisted of all staff members directly involved in areas relating to the recruitment, interviewing, guidance, referrals and placement of the clients, as well as those staff members involved in supervising and conducting the re-training of job seekers who required it. The job-orientation team was also involved in dissemination of information concerning the program through various lectures, conferences and seminars with industrial personnel, professionals in fields relating to the placement of older persons, and contacts with the mass media (newspapers, television and radio stations) in order to assure maximal visibility for the project. The job-orientation staff, composed principally of older workers, was assisted in their endeavors through an Industrial Advisory Board. This Board, described below, was instrumental in providing valuable information concerning the local labor market and economic needs of the larger community which PSA had defined as its domain for potential placements of older workers. In addition to those staff members directly concerned with recruitment, referral and placement of the clients, the research staff of Human Resources Center was actively involved in all phases of the project. At each stage of the developing project, this staff functioned to provide professional advice and information relating to the effectiveness of such factors as the format of the initial interview schedule, methods of securing a wider dissemination of information regarding the program as a means of increasing recruitment and assuring the widest possible visibility of the project, and assuring that data on the nature and types of placements were maintained for analyses. The research

staff maintained contact with several professional organizations and individuals concerned with problems of the older American, one of the most seminal being frequent conferences with staff members of the Hofstra University Center for Research in Aging.

It was felt that the high degree of communication between the research and job-orientation staffs at Human Resources Center, as well as between the Center and several organizations, professionals in the field of aging, and the industrial community would provide the most effective possible base for conducting the project and assuring a high degree of "success" in the placement of older persons in meaningful occupations. The resulting degree of unification regarding immediate and long term goals and objectives of the program, combined with an on-going evaluation of the program, was believed to effectively minimize the types of short-comings of so many of the employment programs which became apparent in the Center's survey of the field.

CHAPTER 2

METHODS AND PROCEDURES

The procedure for demonstrating that persons over 55 years of age (the lower age limit selected for this project) may be productively employed with the result that there is an improvement in their social, psychological, physical and economic status while simultaneously meeting the needs of competitive industry without disenfranchising younger persons, was to take place over a four year period. The project contained four basic components which, for the most part, ran concurrently. As a critical aspect of the project was an attempt to define those characteristics of older persons which might differentiate between those who could and those who could not be successfully placed, a large and diversified sample of clients over 55 years of age was felt to be essential. The "selectivity" in sampling populations of older persons revealed in the preliminary survey of various programs and agencies, precludes the possibility of such an evaluation. Hence, as will be explained below, all possible attempts to render maximal visibility for the program were made in an effort to obtain a truly representative sample of job seeking persons over 55 in the Long Island and New York City areas. Though the four components of the program were not entirely consecutive, for purposes of clarity they are presented here in what appears to be a logical sequential order.

IDENTIFICATION OF APPROPRIATE EMPLOYMENT OPPORTUNITIES

The basic study to identify and determine the extent to which specific job opportunities exist in the local economy which meet both the needs and capabilities of the older worker and the demands of the economy was conducted through the establishment of an Industrial Advisory Council (IAC). The purpose of the IAC, specifically, was to aid in sponsoring the program by identifying employment opportunities and making business aware of the project. An initial conference, held in November, 1969, was attended by 120 executives representing over 50 large businesses. The companies were asked to participate and advise where the program could be most significant for their businesses. Those unable to attend were contacted to develop their interests. Letters and follow-up visits were made to determine needs and begin placements and contact was also made with county and municipal agencies, business associations and Chambers of Commerce in the Long Island area. This phase of the project attempted to analyze the Long Island economy to determine whether or not there was sufficient demand for labor in jobs which workers of over 55 years of age could fill, assuming a reasonable amount of appropriate retraining or vocational rehabilitation were available. As a result of the initial and following conferences with the IAC, and contacts with agencies dealing with persons 55 years and older, the PSA staff attempted to obtain a broad statistical survey of near-term labor supply and demand by occupations for Long Island industry, with special reference to those companies which presently employ, might employ or cannot employ older workers. These efforts were supplemented by a field study using interviews with employers and others concerned with the labor market in order to determine occupational and/or training requirements bearing on the employment potential for older workers. In addition to the results of seminars and conferences with the IAC, personal visits to Senior Citizen Clubs, Service Oeganizations, Chambers of Commerce, religious organizations, libraries, and county and state departments of aging, health and welfare, a close relationship was maintained with the New York State Employment Service, Social Security Administration, and the Nassau County Commission on Aging. All of these efforts were synthesized in order to obtain a comprehensive profile of the local economy and employment opportunities in the area and, specifically, to define the various occupational fields in which job needs could be potentially filled by the older person who desired employment.

RECRUITMENT AND SCREENING

As was mentioned earlier, it was hypothesized that labor shortages arise, at least in part, in situations where young workers are unwilling to accept positions where jobs are looked upon as offering extremely limited career possibilities, are lacking in status or prestige, or are viewed as declining because of technological changes or shifts in local industry. In other cases, it was felt that occupations might not appeal to the younger worker because they offered only seasonal or part-time employment. From the results of attempts to identify appropriate opportunities for employment of older workers, the staff proceeded to develop a more precise definition of the job opportunities likely to be available to the potential PSA clientele in the local area. Once the available job markets had been defined, active recruitment of clients could effectively begin. Agencies and organizations dealing with persons 55 years and over were contacted and visited in order to identify the employment needs, interests and capabilities of their clients. This included several interviews and speaking engagements at Senior Citizen Clubs, Service Organizations, chambers of commerce, religious organizations, libraries and other establishments. A close relationship with the New York State Employment Service was instrumental in further identifying individuals for potential recruitment. Another area of effort to recruit applicants, interest business and industry in the project, and publicize the efforts being made by PSA was through the mass media, including radio, television, newspapers and magazines.

During the second year of the project, the personnel forms which were developed (Application, Employment Agreement, Time Record, Reference Letters, Job Information Sheet, Company Card File) were revised and included a Supplementary Information form developed by the research staff as an aid in placement and in the evaluation phase of the project.

Fundamentally, then, the role of recruitment of the population to be used involved the active solicitation of agencies dealing with persons 55 years or older in attempts to determine the employment interests, needs, and capabilities of our clients in order that these personal characteristics might be most effectively matched with specific occupational categories which had been defined for the local area. Thus, the project recruitment staff made concentrated efforts to address persons attending retirement programs in industry and other organizations. In addition, every effort was made through local mass media to inform persons in the community who were over 55 years of age of the service available through the proposed demonstration program, i.e. employment of the older American.

As a result of these efforts, the work force supplement or "skills bank" was expected to dramatically increase along with placements of older workers in the local job market.

EMPLOYMENT

The focal point of this study was the development of a work force supplement program, or "skills bank" for older citizens, with the employee on Human Resources Center's payroll while working for cooperating companies. To the extent that short term training or retraining of the aged was necessary for particular jobs, such training would take place on the premises of the Center. However, it was envisioned that the largest part of the work force supplement training period would be relatively brief (less than two weeks per client). The main thrust of the identification of specific job opportunities and matching them with the characteristics of the older employee was to be apparent in the work force supplement component.

EVALUATION

Once the program was established and on-going, an evaluation of its effectiveness was to be conducted by the research staff including the characteristics of the older workers in relation to their success on the job. The project research staff actively participated in the establishment of the program and developed various procedures for evaluation. It was the primary responsibility of the research staff to assure that records of employment opportunities, skills and work experiences of the senior population were maintained. In addition, data relating to success in placements and independent variables (e.g. age, sex, work transportation, attitudes, etc.) which might be associated with successful placement were to be developed, tabulated, and analyzed. Basically, it was hoped that factors could be identified which might be related to the successful employability of older workers, and to the extent possible, a general index of employability developed. For each factor found to be related to successful employability, an attempt was to be made to discover critical ranges or points which distinguished between success and failure. Such an index was believed to be of immeasurable value in assisting and directing the efforts of both counselors and employers in those directions which would maximize the likelihood of successful employment of the older worker.

Since it is generally accepted that at least part of the resistance to the employment of the older worker lies in negative attitudes and misconceptions, the staff felt it critical that the demonstration program be as widely publicized as possible. To the extent that the data permitted, the effects of the dissemination processes were also to be evaluated.

CHAPTER 3

RESULTS OF PROJECT SENIOR ABILITIES

Part of the evaluation of a program such as Project Senior Abilities must focus on the economic impact it creates. The evaluation must include such data as the number (and percentages) of clients placed, the average length of employment, and their earnings. In order for the project to be considered successful, or applicable in other localities by other agencies, there must be a description and an identification of the types of companies, jobs and individuals which were found to be appropriate for the successful employment of older workers. This evaluation of the project will also attempt to relate characteristics of the older workers in the program to success on the job. For clarity of presentation, the results of the program are presented in two sections: (1) Data pertaining to factors relating to client characteristics which proved to be of predictive value in assessing successful employability; (2) Data pertaining to the overall effectiveness of a program of the type embodied by Project Senior Abilities on the local economy, employer attitudes, and other factors of particular interest to all researchers and practitioners in the fields related to problems of the aged.

CHARACTERISTICS OF THE OLDER PERSON PREDICTIVE OF SUCCESSFUL EMPLOYMENT

The major variables considered in evaluating the successful placement of the aged client population were obtained from the detailed records maintained on each client. These records were kept current for each phase of the placement process and through follow-up and termination. In all cases where it was feasible, records of on-the-job effectiveness (e.g. attendance, lateness, and efficiency) were obtained. In addition, clients were frequently contacted and interviewed regarding their job satisfaction. These data, representing the dependent variables of placement, were cross tabulated with a number of independent variables in attempts to identify those factors likely to be related to successful placement. Such factors as age, sex, educational background, former work experience, transportation and the client's mobility to get to and from the place of employment, as well as attitudinal measures were representative of the independent variables considered. In the course of evaluation of these data, a number of other variables emerged which were felt to be of predictive importance and these were also included in the data analysis.

For purposes of analysis, all clients were placed in one of four categories: (1) Those clients who, following the initial interview, were unable to be referred constituted one group; (2) A second group consisted of those clients who were referred but for whom no placement could be found. For those clients who were referred and placed on one or more than one job, two additional groups were considered: (1) Individuals who at the time of data tabulation had been working for at least one month on one job; (2) Individuals placed on one or more jobs, but who had worked for less than one month on any of these jobs. Obviously these four groups represent dynamic classes with clients shifting in and out of the various categories. The considerable difficulties imposed by this factor therefore necessitated restricting the data analysis to a representative but discrete time period. In order that the maximal amount of data be included, the time period from November 14, 1969 through December 31, 1972 was selected, the latter date representing the point at which collection of data for analysis would be terminated. During this period, 804 older Americans contacted

the PSA program and were interviewed by the staff. Of these, 221 were placed on at least one job (a number of these were placed in more than one part time position). As of the data-termination date, an additional 297 clients had not been placed but had been referred. Finally, an additional 286 clients had been interviewed but not referred for specific openings.

The reader should bear in mind that within the groups "referred but not placed" and "not referred", above, several of these clients were still "active" at the time the data were assembled for analysis and many of these remained in the "skills bank" and were successfully placed in the post data-termination date period. An indication of this was the fact that as of December 31, 1972, 221 clients had been placed. However, by the beginning of May, 1972, the number of placements was 355. This figure, of course, reflects to an undetermined extent, the fact that many individuals who had been placed as of the data-termination date were still employed at the time the final project report was written. Also, it should be noted that the number of placements represents only the number of positions which had been filled but, as many older persons were placed in more than one position, the number of placement positions tabulated (355) is considerably larger than the actual number of clients placed. A complete tabulation of the types of occupations in which clients were placed as of May 1, 1973 was composed from the client records. Occupational areas were tabulated according to categories listed in the Dictionary of Occupational Titles (1965). A survey of this tabulation indicated that clients were placed in a wide range of occupational areas including a number of professional fields, and several white collar and blue collar jobs. The wide range of occupations represented by this tabulation indicated to the staff that the sampling of the local population had, indeed, succeeded in its attempts at obtaining a highly diversified and, presumably, representative sample of older job-seeking persons. In most of the over 50 occupational areas in which placements were made, less than 1% of the total 355 placements were in any given area. Seven job areas combined, however, contained 226 or nearly 64% of the total placements. These major job areas are presented in Table 1, where it is clear that most placements were in the clerical fields, and occupations in assembly and packaging operations. These data substantiate the findings of several investigators working in placement programs for older persons; namely, that the major potential job markets for older workers are in clerical positions and light industrial work areas. In addition, preliminary reviews of the data from past years of PSA indicated that the potential job markets for older persons, at least in the economic area within which PSA was conducted, have remained essentially unchanged over the past few years. This may not only be a reflection of the job market for older workers, but also an indication of the job requirements and characteristics of the major proportion of older workers who seek employment after retirement. It seems reasonable to assume that professional persons, high executives, and white collar workers would probably constitute a low percentage of the total older persons job-seeking population, either due to adequate financial post-retirement conditions, or to a combination of other variables such as attitudes towards retirement, job and wage requirements for re-employment and, as was apparent from the analysis to be presented, a more unrealistic attitude and orientation toward the job market and employment opportunities for older persons. Unfortunately, insufficient numbers of these clients were available for a meaningful analysis of the relevant variables to be conducted.

TABLE 1

JOB AREAS WITH THE LARGEST NUMBERS OF PLACEMENTS

JOB AREA & BRIEF DESCRIPTION	NUMBER OF PLACEMENTS	PERCENTAGE OF TOTAL PLACEMENTS*
209. Stenography, typing, filing and related occupations.	106	29.86
203. Typists – Includes occupations concerned with recording data	15	4.23
211. Cashiers – Occupations concerned with receiving and disbursing money in establishments other than banks.	20	5.63
230. Messengers, Errand Boys and office girls and boys. Running errands, sorting and delivering letters, packages and messages.	21	5.92
290. Sales Clerks – occupations concerned with selling, usually in a retail store.	24	6.76
827. Occupations in Assembly, Instalation and repair.	22	6.20
920. Packaging operations (e.g. assembling containers, wrapping, labeling, stacking articles, etc.)	18	5.07
TOTALS:	226	63.67

*Percentages based on the total sample size of N = 355 placements.
Numbers and brief descriptions based upon Dictionary of Occupational Titles (1965).

Returning to the analytical data groups presented earlier, an initial attempt was made to cross-tabulate the dependent and independent variables in order to assess possible group differences. As mentioned, those clients who had been placed at the time the data was assembled had been divided into two categories: those where the client had been working for more than 30 days, and another group where there was evidence that employment had either terminated in less than 30 days, or had not yet reached the 30 day mark by the December 31, 1972 data-termination date. In addition, there were individuals who had been placed in more than one position with one job lasting over 30 days, and other clients for which none of the positions were maintained for 30 days.

Since the number of subjects who had more than one placement, all of which were for less than 30 days, was too small to provide reliable information, it was decided to divide the data into the following three categories of "placed" clients: (1) Clients placed in only one position for longer than 30 days; (2) Clients placed in more than one position, at least one of which was held for more than a 30 day period; (3) Clients placed in one or more positions, none of which were held for 30 days. The complete data on these groups are presented in Appendices A through F.

The basic analyses of these data were performed with regard to demographic factors, work experience and job requirements, and a limited number of attitude indicators. For the most part, comparisons were made between all those who were ever placed (i.e. combining the 3 "placed" groups delineated above) with those who were referred but not placed and, finally, with those who were interviewed but never referred. These appeared to be meaningful comparison groups in terms of the variables considered and also in that they yielded sufficient sample sizes to provide reliable indicators. Where appropriate, comparisons were made between the three "placed" categories as well.

Sex Differences For Placement Groups

Analysis of the data seemed to suggest that males were more likely to be placed in positions than females. (No sex differences were observed between the three placement categories). Specifically, 67% of those placed were males while only 59% of those referred but not placed, and 55% of those interviewed but not referred were males. To test for the significance of a sex effect in placement, a chi-square analysis was performed on the data presented in Table 2. A value of 7.17 was obtained ($df = 2$, $p < .05$). The significance of this finding suggested that placement was not independent of sex. It is difficult to know the

TABLE 2

SEX DIFFERENCES FOR PLACEMENT GROUPS

	PLACED		REFERRED		NOT REFERRED	
	N	(%)	N	(%)	N	(%)
MALE	148	(67)	176	(59)	158	(55)
FEMALE	73	(33)	121	(41)	128	(45)
TOTALS	221		297		286	

(Total number of individuals contacted by PSA at the time of this data analysis = 804)

extent to which this finding reflects the general contemporary scene of more limited employment opportunities for women than for men, whether males had more employable skills for the job market, or whether the staff was aware of the more limited opportunities for older women and utilized their resources to optimize successful placement by working more actively with males.

Age Differences Among Placement Groups

There were no significant differences in the ages of those placed (within the three placement categories), nor were any differences evident between those placed, referred but not placed, and clients not referred. The mean age for the group placed was 65.3, for those referred but not placed it was 64.1, and for those neither referred nor placed it was 65.2.

Marital Status And Placement Groups

Inspection of the data indicated that whereas there were small but insignificant differences in the proportion of those married within the various placement categories, those placed were more likely to be married than those who were single, widowed, divorced or separated. Sixty nine percent of those placed were married while the percentages for those referred but not placed, or not referred, were 60% and 62%, respectively. A chi-square analysis of the data presented in Table 3 yielded a significant value of 8.51 ($df = 2$, $p < .01$).

TABLE 3

MARITAL STATUS FOR PLACEMENT GROUPS

	PLACED		REFERRED		NOT REFERRED	
	N	(%)	N	(%)	N	(%)
MARRIED	153	(69)	178	(60)	178	(62)
SINGLE, WIDOWED OR DIVORCED	68	(31)	119	(40)	108	(38)
TOTALS	221		297		286	

Educational Level

Inspection of the data for educational level indicated no significant differences either within the placement categories, or between placement and non-placement categories, although there was some tendency for those who were referred but not placed to exhibit a slightly higher educational level than those who were either placed or never referred. As mentioned, this difference did not approach statistical significance. Overall, the PSA clients were relatively high in educational level. Almost 60% of the clients interviewed were either high school graduates or had completed some education beyond that level.

Transportation

Transportation is obviously a major factor in finding employment, regardless of age, and it would appear that the data for Project Senior Abilities was no exception. Within the various placement groups there were substantial differences in the proportion of individuals who had their own car. Among those who were placed on more than one job (one of which was greater than 30 days), 90% had their own car. Those placed on more than one job but where none reached 30 days included a group of which 64% drove their own car. Finally, those placed on one job for greater than 30 days had 57% who drove their own car. These differences in proportions are significant beyond the .01 level. The overall average for the placement groups showed that 66% were able to drive their own car.

In the group which was referred but not placed, 68% had their own vehicle, while only 44% of the group who was never referred was able to drive their own car. These data are of considerable importance in view of the fact that Long Island has relatively inadequate public transportation. It would seem clear from the data that; (1) those who had their own car could be placed in a greater number of jobs and (2), either through the judgement of the staff or the individual himself, those who did not have their own car could not as readily be referred to potential positions.

Date of Last Employment

Inspection of data from all groups suggests no significant differences in the recency of last employment either within the placement groups or between the placement and non-placement groups. Over half of those who were in the total population had worked as recently as 1970, and over 3/4 had worked at one time or another since 1968. Thus, with such little variability, it is not surprising that this variable did not distinguish between groups.

Income From Last Job

Substantial differences were found among the groups with regard to their reported income from their last employment. Data indicated that the average annual income for the groups successfully placed was just over $5,000, while the mean for those referred but not placed was just over $7,000. Interestingly, according to the interview schedules, the mean annual income from the last job for those who were never referred was just under $10,000. (These means had to be estimated since the highest recorded category on the interview schedule was "Over $10,000"). These data are presented in Table 4 where the respective groups were divided on the basis of reported average incomes "OVER $8,000" or "UNDER

TABLE 4

ANNUAL INCOME FROM LAST JOB AND PLACEMENT GROUP

	PLACED		REFERRED		NOT REFERRED	
	N	(%)	N	(%)	N	(%)
OVER $8,000	76	(33)	112	(48)	98	(59)
UNDER $8,000	152	(67)	120	(52)	68	(41)

$8,000." A chi-square analysis of these data revealed a value of 204.36 ($df = 2$, $p < .001$), a highly significant result. It is clear that those clients who are easiest to place were those who had had relatively lower paying jobs in their last position. Whether this is a function of the types of skills being sought in the local job market, or reflects something of the needs of the applicants themselves is somewhat unclear. However, the data presented in Table 1 strongly emphasizes the need to consider the presumably more plentiful placement opportunities in the clerical areas, assembly and packaging. These job areas consist, for the most part, of low paying jobs. As to the influence of various "personal needs" of the clients, the data presented below regarding the salary demands of the clients suggests that the groups that were never placed had substantially higher levels of aspiration than the groups which were placed.

Job Requirements

There was a strong tendency for subjects who were referred but not placed to require full time positions. A chi-square analysis was performed on the data presented in Table 5. A value of 9.49 was obtained ($df = 4$, $p < .05$). The significance of this effect may be observed by inspection of the data. Here it is clear that the major effects relate to a

TABLE 5

JOB REQUIREMENTS AND PLACEMENT GROUPS

	PLACED		REFERRED		NOT REFERRED	
	N	(%)	N	(%)	N	(%)
FULL TIME	31	(18)	79	(29)	50	(21)
PART TIME	105	(61)	146	(54)	148	(62)
EITHER	35	(21)	46	(17)	41	(17)

relatively high proportion of those referred but not placed indicating a requirement for full time employment. In comparison, those who were successfully placed showed a much lower proportion of clients requiring full time employment.

Salary Demands

While over two-thirds of all applicants interviewed did not specify their salary needs during the interview, there were nonetheless significant differences between those placed and those not placed for those applicants who did indicate salary needs. No differences were observed among the different placement groups. However, the mean hourly salary requirement for those successfully placed was $2.57. For those who were referred but not placed the mean was $3.32 and for those neither referred nor placed a mean of $2.99 was obtained. a t-test of the differences in these means yielded a value of 3.65 between the

"placed" and "referred" groups ($p < .01$), a value of 2.12 between the "placed" versus the not referred group ($p < .05$), and a non-significant value of 1.60 between the "referred but not placed" and the "not referred" groups.

Considering the salary from the last job, combined with the damands for full time employment at higher hourly salary rates, it appears that those who can be more successfully placed have earned less in the past, are willing to accept part time employment to a greater degree, and have lower salary requirements than those who were not successfully placed.

Number of Referral Attempts

It is probable that the number of referral attempts for a client will depend to some degree upon the combination of the capabilities of the applicant and the jobs available at the time. The mean number of referral attempts for those who were successfully placed at any time during the analysis period covered, was 2.9. This value varied considerably (as one might expect) for the different placement groups. A mean of 1.8 referral attempts was obtained for those who were placed at one position for over 30 days. For those placed on more than one position, in which one or more of the placements was for over 30 days, the mean was 4.8 referral attempts. Finally, a mean of 3.3 referral attempts was obtained for those who were placed in more than one job none of which were for periods of at least 30 days. In comparison with the overall average value of 2.9, those who were referred but not successfully placed were referred an average of 2.1 times.

Salary Offered

The average hourly salary offered for those who were successfully placed in one job for over 30 days was $2.84. This compares with means of $2.33 for those placed in more than one job, one of which was for at least 30 days, and an average of $2.39 for those with more than one placement all of which were for less than 30 days. The average hourly salary for all individuals placed was $2.54. This value is close to the average offer of $2.59 for the groups that were referred but never placed. From these data, it is clear that the major difference in salary levels was in the group that was placed on a single job lasting for greater than 30 days.

Job Offers

Comparing the job offers between those placed and not placed, no significant differences emerged in the rate of which full or part time positions were offered to applicants. Overall, 65 percent of the job offers were on a part time basis with 35% being full time positions.

Attitudinal and Other Indicators

After PSA was well under way it became apparent that a need existed to add an additional series of questions to the interview schedule relating to the applicants' willingness to do volunteer work, numbers of friends, attitudes towards their neighborhood, etc. A copy of the full application form and Supplementary Information sheets are presented in Appendix G. Due to the lateness with which this Supplementary Information data was

added to the interview schedule, data is not available for all applicants. However, data was available for 148 of those who were placed, 241 of those who were referred but not placed, and 221 for those who were neither referred nor placed.

(1) Volunteer work

In response to a question concerning whether the applicant had done volunteer work, no significant differences were found between placement groups nor between the placement and non-placement groups. Overall, 19.5 percent had engaged in volunteer activities.

(2) Willingness to volunteer

No significant differences were found for willingness to volunteer services across placement groups with 33.9% expressing a willingness to engage in volunteer activities.

(3) Age of retirement

The mean age of retirement for those successfully placed on any position was 63.2. For those referred but not placed it was 63.3, and for those who were never referred the average age at retirement was 63.7. These averages were not statistically significant.

(4) Attitude toward retirement

In response to a question with regard to how the subject felt about retiring, no significant differences were found across any of the groups. Overall, slightly more than half of the clients revealed positive attitudes toward retirement.

(5) Number of friends

No significant differences were found between the groups in responses to a question concerning the number of close friends applicants had. Although this may be partly attributable to the fact that the highest recorded category was "5 or more" (a category in which most of the respondents to the question fell), a chi-square analysis of those who had 5 or more friends versus those who reported 4 or fewer friends was not found to be statistically significant. However, inspection of the proportions of those who responded to the question indicated that 71% of those who were ever placed reported 5 or more friends, whereas only 55% of the referred but not placed group of respondents, and 40% of those in the never referred group. Thus it would seem that there is some evidence that those who could be placed tended to have (or at least, to report) a greater number of friends than applicants in the not-placed groups.

(6) Club membership

Applicants were asked whether or not they belonged to clubs and, if so, the number of such clubs. Inspection of the data on this issue indicated no significant differences between the groups.

(7) Attitudes toward the neighborhood

In responding to a question concerning whether the applicant liked or disliked his neighborhood, the overhwelming proportion of responses indicated favorable attitudes (over 80%). Nonetheless, the percentages differed among the groups. In the group that was placed

91% reported that they liked their neighborhoods. The referred and non-referred groups produced values of 82% and 80%, respectively. A chi-square analysis of the data, presented in Table 6, yielded a value of 6.61 which was significant ($df = 2$, $p < .05$). Hence, there does

TABLE 6

ATTITUDE TOWARDS NEIGHBORHOOD AND PLACEMENT GROUP

	PLACED		REFERRED		NOT REFERRED	
	N	(%)	N	(%)	N	(%)
LIKE NEIGHBOR-HOOD	134	(91)	82	(81)	80	(80)
DON'T LIKE NEIGHBOR-HOOD (& No Answer)	14	(9)	19	(19)	20	(20)

seem to be evidence that those who were placed have, in general, more positive attitudes towards their neighborhood than those who were not placed.

(8) Plans for the future

No differences were obtained between groups with regard to their general plans for the future. In each case, just under half of the respondents indicated that they had such plans.

(9) Events attended

In an effort to secure information about the activity level of the various groups, applicants were asked the number of events they attended in the "past six months". No significant difference was obtained across groups with the average number of events attended being 2.2 for the successfully placed group, 2.4 for the group referred but not placed, and 2.0 for the group neither referred nor placed. The second part of this question asked applicants the number and types of events which they "would like to attend". However, the lack of sufficient respondents in any of the groups eliminated the possibility of meaningful analysis of the data.

Summary of Results

There were many similarities between those applicants to PSA who were placed in one or more positions and those for whom placement was not possible. Age was not a discriminating factor nor was educational level. In addition, groups that were placed,

referred but not placed, or never referred, were similar in how recently they had last worked. Yet each of these factors might be thought to be important in the successful placement of an individual at almost any age. Furthermore, all groups had equal experience in volunteer work and were equally willing to volunteer. They retired at similar ages and had similar attitudes towards retirement. All groups tended to belong to comparable number of clubs and reported attending comparable numbers of events in the six month period preceeding the initial contact with PSA. Also, both placed and non-placed clients were equally likely to have general plans for the future.

Despite these similarities, there were significant differences between groups which are of interest. Those placed tended to be males and, in addition, to be married, though as was pointed out earlier, it is probably true that males at any age have an easier time in finding employment than do females. Another substantial difference related to whether or not the applicant drove his own car, but the significant difference here was found in the relatively smaller proportion of applicants who drove their own car among those who were never referred. At times the staff, with limited numbers of job openings, was aware that public transportation would be out of the question for certain positions, and thus a match up of the individual skills and the location of the job made referral success a low probability.

In addition to these factors, however, the job requirements of those who were referred but not placed, in comparison with those who were successfully placed seem to be different in a number of important respects. While they had each worked in the recent past, the placed group had a significantly lower annual salary. In addition, the placed clients were more likely to be ready to accept part time positions and had lower salary requirements than the other groups. (The salaries offered to groups were, in fact, quite comparable with the exception of the group that had been offered one full time position and remained at that position for longer than 30 days. For clients in this latter group, salary offers were much higher than for the other groups.)

While most of the attitudinal measures showed no significant differences between the groups, clients successfully placed tended to have greater numbers of friends and felt more satisfied with their neighborhood. It is possible that this group represents individuals who are somewhat better adjusted and more satisfied with the prospects of limited employment opportunities with advanced age.

OVERALL EFFECTIVENESS OF THE PROJECT

Project Senior Abilities from its inception recognized the paradox of the reluctance to hire older workers while at the same time there were large numbers of occupations where demand exceeded the supply of skilled workers. The project specifically dealt with the economic objectives by demonstrating that at least certain occupational categories have requirements which are uniquely appropriate to the characteristics of the older worker and would not place him in competition with other workers. One measure of the success of this demonstration was the identification of specific characteristics of the older worker which seemed to have high predictive value for assessing the likelihood of employment of a given client. Data relevant to this aspect of the program were presented in the previous section.

Other indices of the project's effectiveness, presented in this section, relate to (1) the attempt to identify job opportunities and to, specifically, obtain a reliable statistical survey of near-term labor supply and demand by occupations for Long Island, (2) the various efforts towards recruitment of the older persons and the degree to which

dissemination of information regarding the project was attained, (3) the effectiveness of the "work force supplement" program, and (4) the economic impact of the overall project on the clients placed.

As mentioned in the last section it is difficult to present exact figures on the numbers of clients at any given time who are in any of a number of possible "statuses" regarding PSA due to the rapidly shifting categorical positions a client may go through. The temporary nature of placements in itself renders information such as "number of clients currently placed" not only difficult to obtain but, in many respects, meaningless. A client may be placed on several jobs, some lasting only a few days while others lasted over a month. At the time of writing of this report, several clients are still employed, many who were recently referred may or may not have been placed, and even with continued contacts with the employers, a small but indeterminate number of clients are probably no longer interested in employment even though they had been referred. These "fall offs" occurred throughout the duration of the project and include clients who may have been interviewed and referred but finally decided that they really didn't wish to work, others who moved away and were unable to be contacted, and a few of whom follow-up revealed that they were deceased. The reader should bear these factors in mind, for the data which are presented relating to such factors as total income of a particular placement group, proportion of individuals who did not receive Social Security versus those who did and earned salaries which enabled them to maintain Social Security benefits, number of "active" placements, etc., should be considered as best possible estimates of the actual values. In an overall consideration of PSA, what is important here is to present information which illustrates the extent to which each of the major goals of the program were realized and, to the extent permitted by available data, to indicate how the staff findings may be relevant to problems relating to the employment of the older worker.

Economic Impact of PSA

As has been discussed above, various factors preclude the presentation of precise data regarding the economic impact of the program on the older citizens placed in the community throughout the history of this project. Though a conservative estimate indicates that, as of the writing of this report, 280 older persons have been placed in one or more positions during the project's history, information as to their precise salaries in their various placement positions, exact duration of employment, types of public benefits they receive, etc., is not available for many of them. Follow-up procedures on these persons has constituted one of the most time consuming and difficult problems for the staff. Many clients, once having been referred for placement, cannot be contacted as to whether or not, if they accepted the position, they are still employed. Some placed clients were terminated, only to be rehired by the same company but on the companies own payroll. Employers, once having utilized our services and placed clients in their companies, were frequently unable to provide information as to the client's exact current status with their firm. Perhaps, as PSA represented a non-profit agency, charging no fees for its services to cooperating companies, employers tended to regard efforts towards follow-ups on placed clients, with less patience and/or cooperation than they would for clients obtained from one of the commercial, profit-making agencies which charge fees for providing employees.

Given the above set of factors the research staff felt that it would provide more meaningful information to present the data bearing upon the economic impact of the project on the clients placed for a sample of older persons drawn from a population for which complete and detailed data was readily available. To the extent that these data could be considered representative of the population of 280 placed clients, projections were made as to the overall economic influence of the program on the entire population. These

projections will be amply qualified, where necessary, and throughout the analysis the most conservative estimates possible were made. For example, the large proportion of elderly persons who are considered to have poverty level incomes (from Social Security, welfare and other public sources of assistance), was considered by defining "poverty level" using the latest revised data (January, 1973) of the Office of Economic Opportunity. These OEO poverty guidelines list income levels that are considerably higher than the earlier (August, 1967) income levels.

The sample consisted of 40 males who were over the age of 65 and unmarried. They were, with the exception of these two cirteria, selected from a population of 72 males (single, widowed, divorced or separated), all of whom were placed on one or more jobs during the 1972 calendar year and all of whom were receiving Social Security benefits. Though the selection procedure was purposely non-random as a representative sample was desired, it was unsystematically performed and may therefore be considered to be relatively unbiased. The average income from the clients' former employment was $7,054 and their average Social Security benefits during the 1972 calendar year was $288.40 per month or $3,460.80 for the year (based on actual values and estimates from the July, 1972 Social Security Administration bulletin). During this year these 40 clients earned a total gross annual income of $57,560, or an average of $1,439 per man. Though their average annual Social Security benefits prior to entering the project places them considerably above the 1973 OEO poverty level of $2,100 (value for a single individual of "non farm" family status), their total incomes under PSA employment elevated their average annual incomes to $4,899, a statistically significant increase of income. In considering these data, a number of points need be stressed. Inspection of individual data within this sample revealed that the Social Security incomes for these clients extended over a wide range, with several individuals having incomes well below the $2,100 OEO poverty level (a larger number of clients would fall in this category if the pre-1973 OEO poverty levels had been used). However, adding the incomes earned under the PSA program enabled all of these older citizens to rise above this poverty level. The significance of this finding becomes even more impressive when one realizes that all of the placements for this group were of a temporary nature, few lasting more than one or two months. These findings clearly illustrate the economic impact of the PSA program on this sample of clients. It should also be mentioned that the salary ranges, occupational areas, and several other factors, considered below, were comparable to the data for all clients throughout the project's history for which complete information was available.

As mentioned in the first part of this chapter, the majority (69%) of successfully placed clients for the entire program were married males. Unfortunately, the type of data required for an analysis of this group in the manner similar to the above sample is not available. One critical factor precluding such an analysis was the lack of sufficient data regarding Social Security benefits. Married males receiving such benefits would have incomes based upon factors which were not able to be assessed: age and past employment history of the wife as well as her current employment status, other sources of family income, whether the wife was receiving disability payments, etc. Furthermore, the staff estimated that of the total number of clients placed throughout the project's history, at least one third did not receive Social Security benefits, at least during the time they were employed under the PSA program. This is, in itself, a significant finding for it clearly demonstrates that for a considerable number of PSA clients, public support in the form of Social Security payments (and presumably other sources of public assistance) were rendered unnecessary.

As mentioned earlier, the majority of the employees' occupations were in clerical and sales with others in assembly and manufacturing. Their age range was from 55 to 88 years with a median age of 69 years. Individual salaries ranged from $2.00 to $6.00 per hour

with an employment range from one day to two months for those on part time or temporary work and close to one year for those who desired and obtained full time work. Analysis of all available data for the project, furthermore, provides ample evidence that the economic study of the sample of 40 unmarried males presented above may be considered representative of the type of economic influence which all clients who were successfully placed under the PSA project experienced. Both the salary ranges and placement positions as well as such factors as age ranges and proportion of clients in part time positions for the sample of 40 clients was commensurate with the data for the entire group of placed clients. To the extent that the data presented for this group may be accepted as representative, therefore, a conservative projection may be made as to the total annual gross salaries received by all placed clients for the project. Taking as a basis the average annual income of the sample of 40, which was $1,439, the projected estimate for the entire population of 280 placed clients would amount to $402,920. This income, of course, does not include Social Security for the two thirds of the clients who continued to receive benefits during their PSA employment.

These data clearly demonstrate the potent economic influence which the hiring of these older workers had on the local community and upon their own financial statuses.

In order to ascertain the various elements of the project which might elucidate the reasons for its efficacy, as well as to provide information which should be of significance to all persons concerned with the employment problem of the older citizen, the results of various phases of the program will be considered.

Identification of Employment Opportunities

The initial conference which established the Industrial Advisory Council (IAC) which was sponsored jointly by the Grumman Corporation, the Franklin National Bank and the Insurance Company of North America and which was attended by representatives of 50 large local businesses, formed the nucleus of the projects direct link with potential employers for PSA. The efforts of IAC and the project staff (presented in the methodology section) enabled the staff to identify the types of job opportunities available to the older worker in the local community, established a basis for numerous seminars and discussions with potential employers and, through the mass media, provided a high degree of visibility for the project (Selected articles relating to the project are presented in Appendix H). Throughout the project, about every three months some 200 companies were contacted by mail, from a variety of sources. For those where the contact was initial, an introductory letter with material was sent and then followed up by telephone. Where the project was known, through previous mail contact, letters describing the program's progress was reported and follow ups made. Over 1,500 companies were contacted, including every phase of industry in the Long Island and New York area. Of the companies contacted, placements of senior workers were made in well over 60 of them. While, overall, 40 percent of companies utilized the clients once, the remainder requested people on a number of occasions. These requests ranged from two repeats to fifteen, with some employing several aged persons simultaneously. The businesses included banks, life insurance companies, manufacturing and electronics corporations and retail department stores to municipal agencies, religious and various sales organizations. Those companies who cooperated in employing the aged were pleased with those referred and requested others. Many employers sent letters of appreciation indicating how the project had helped them. Typical comments were. . ."You are doing a great service not only for the senior citizens who register with you but for the companies who avail themselves of your services," and "We have now participated in 'Project Senior Abilities' over a year. . .I feel that your program has met with complete success."

Thus, despite the relatively high unemployment rate in the Long Island – New York area, the project staff was able to place a large number of older persons in part time and temporary jobs which could not be filled by others who were seeking work. These results clearly illustrate the importance for an employment program for older persons of establishing a close and continuing relationship with potential employers in the local community, and identifying those occupational areas which would be, for the most part, unattractive to other job seekers; namely, jobs which are temporary in nature, have limited career potentials, and other characteristics which make them less suitable or desirable for others (particularly younger job seekers).

Effectiveness of Work Force Supplement Recruitment

The various methods of recruiting potential clients described in the methodology section proved to be highly effective and resulted in, literally, thousands of inquiries throughout the course of the project. In addition to the numerous agencies, Senior Citizens Clubs, chambers of commerce, service organizations, religious organizations, libraries, and various clubs and organizations, a series of seminars and conferences were held for agencies and vocational rehabilitation professionals in the field of the aged, and interested executives from business and industry. Though these seminars focused, for the most part, on the techniques of the project and the concept that this type of project could be initiated in other communities across the country, the resulting publicity and promotion results were highly potent forces in recruiting senior applicants and interesting industry. At these seminars detailed recommendations were made for the implementation of an employment program through discussion and in manual format and the project staff offered their technical assistance to various persons and agencies desirous of extending their own services to the employment problems of the aged.

The strong association established by the staff with local offices of New York State Employment Service and Social Security Administration proved invaluable when applicants had questions or problems regarding either agency. These liaisons were frequently sources for recruitment. In addition efforts were coordinated with the Town of North Hempstead, Nassau County Family Service Association, Older Volunteers Committee, and the Nassau County Commission on Aging. The project was also represented at the Governors Conference on Aging in New York State.

The staff developed a number of brochures and information concerning the program (see Appendix H), copies of which were widely distributed, particularly at many of the meetings of the staff with various groups in which the project was described to the audience and its potential impact on the community presented. It was significant that at many of these meetings, PSA was the only program represented which dealt with employment of the aged.

Another area of effort to recruit applicants and to interest industry was made through the mass media, including radio, television and newspapers. Radio stations and television stations were sent releases explaining the program and requests were made for tapings for public service announcements. Several radio and two television stations offered their services to promote PSA as can be seen from the list in Table 7. Public service bulletins of 10, 20, and 30 second spots were sent to major networks and local stations in the greater Long Island area and New York City. This resulted in coverage approximately four times a year by three major networks and ten local stations and reached as estimated audience of 10 million people. As a result, members of the project appeared on these three stations over a

TABLE 7

RADIO SPOT ANNOUNCEMENTS

MAJOR NETWORKS	ESTIMATED AUDIENCE
WNBC	27 Stations
WCBS	31 Stations
WABC	20 Stations
LOCAL STATIONS	
WGBB	2 Million
WTHE	1.7 Million
WLIR	1.8 Million
WGSM	1.2 Million
WPAT	2.2 Million
WRFM	800,000
WHLI	2.3 Million
WBAB	2.3 Million
WLIB	1 Million
WTFM	700,000

OFFERING THE COMBINED COVERAGE OF METROPOLITAN NEW YORK, NASSAU AND SUFFOLK COUNTIES

TELEVISION APPEARANCES
SPOT ANNOUNCEMENTS

MAJOR NETWORKS	ESTIMATED AUDIENCE
WNEW Channel 5	6 Million
WOR Channel 9	7 Million
LOCAL STATION	
WLIW Channel 21	500,000

period of 30 days each and appeared before an estimated audience of 13 million people throughout metropolitan New York, Nassau and Suffolk Counties. It should be noted that the greatest response from applicants (or simply inquiries) came from television, tentatively suggesting that this media may prove the most fruitful in reaching the aged.

Press releases on various phases of the project were sent to daily and weekly newspapers, and wire services as a major publicity thrust for the growth of the project. A total of 50 separate releases and over 54 articles and news items had appeared by the end of 1971 alone. (Some of these articles are presented in Appendix H). These included features released by Associated Press and United Press International, thereby providing nationwide publicity for the project. Also, a few ads were placed in the "Help Wanted" columns. The newspapers carrying items concerned with PSA were New York Times, Newsday, Long Island Press, New York Daily News, New York Sunday News, Long Island weeklies, which have an estimated total circulation of 8,274,500. The A.P. and U.P.I. are, of course, world wide in circulation. A number of the New York newspapers also ran special feature articles which included interviews, photographs, and case study presentations. All of these methods, including over 500 individual speaking engagements by staff members, insured maximal visibility to PSA.

CHAPTER 4

DISCUSSION AND CONCLUSIONS

The survey of the literature conducted by Human Resources Center (Adams, 1972) on problems concerning the employment of the aged, revealed a large number of physical, social, and economic trends which appeared to be independent, but when viewed as a totality, pointed to a serious economic and social problem. A number of the more critical trends can be itemized as follows:

1. Americans are living longer.

2. As a function of such factors as bio-mechanics, work factor analysis, air conditioning and shorter work day and week, many work situations produce less physical strain on an individual than was true in the past.

3. As a result of modern equipment and automation many jobs requiring unusual strength in the past can now be performed with a minimal of physical effort.

4. There is increasing pressure for retirement of persons at an earlier age or forced retirement at a specified age than was formerly true.

5. As a function of rapidly changing technology, and the increased mobility of industrial organizations, there are always a certain number of jobs continually being "phased out" of the general or local economy.

6. Despite the shortened work week and accompanying pressures for early retirement, a large number of jobs go unfilled. Some of these are those being phased out, while others have limited career possibilities.

7. There is increasing evidence that "retirement" may be psychologically and perhaps physically unhealthy for at least certain aged persons.

8. There is increasing interest at federal, state, and local levels to find employment opportunities for aged persons.

9. There is a growing awareness that optimum utilization of manpower for an efficient economy involves matching the skills of the employee with specific job demands.

To the extent that one can accept as valid the premises outlined above, there is an obvious set of conflicts. We are living longer. At the same time, work demands are less physically taxing, which would suggest that we can work longer. Simultaneously, employees are obliged to leave productive remunerative employment at an earlier age. Though Belbin (1963) has raised the economic question of the justification for effectively retraining the older worker when younger persons might be trained instead, and Kreps (1967) has observed that employment of older workers is dependent upon labor shortages, the PSA program attempted to circumvent these difficulties by defining job opportunities which were ideally suited to the elderly worker. The project staff recognized that the possible disenfranchisement of other potential employees and economic considerations generally appear to be major factors in the employment of the older worker. In addition, there are

negative attitudes and misconceptions about the older worker prevalent in industry. As a result, the concern with the older worker has not focused on their employment but rather, as stated by Chown and Heron (1965), there has been ". . .considerably more emphasis on preparing people for retirement than on altering jobs to make them suitable for older workers." The staff attempted to deal with these attitudinal objections through a highly visible demonstration of the employability of the older worker.

With approximately twenty million aged persons in the U. S. at present and with every population forecast suggesting that this number will be likely to increase dramatically, it is critical that economically sound programs for the utilization of this valuable source of manpower be developed now.

Overall, the results of Project Senior Abilities have shown a need on the part of the aged person to work and a demand in industry for older workers with skills not available in the labor market, even during high unemployment. The data presented in the preceding chapter makes it clear that senior citizens are employable in part time and temporary jobs and that, given adequate orientation and/or retraining, companies will hire them.

The evaluation of various factors which were believed to be of potential predictive power in determining the degree of success in the employment of the older worker produced results which, essentially, demonstrated that the personal qualifications of the applicants are not too dissimilar from those of any job applicants, regardless of age. Of the various variables analyzed, the ones which discriminated most between clients who could be successfully placed and those for which placements were not possible were as follows:

(1) The older worker was more likely to be placed if his annual salary from his last position was lower (most placements were in the clerical field, assembly and packaging occupations).

(2) The older client who wanted part time employment, had lower salary requirements, and had minimal transportation problems (i.e. the client owned and drove his own car) was more likely to be successfully placed.

(3) The successfully placed client was more likely to be a married male, relatively more satisfied with his general living conditions as reflected by a greater number of friends, a more positive attitude towards his neighborhood and environment, and a more realistic orientation and acceptance of the limited employment opportunities available to him.

The profile which emerges from these traits leads one to conclude that the potentially successful elderly employee shares basic characteristics that may be presumed to be predictive of "employability" for all age groups. Overall, it would seem apparent that individuals who are relatively satisfied with their vocational lives and have more realistic requirements for job satisfaction are the most easily placed. This was clearly the experience of the project staff in placing the older job seeker though, as mentioned previously, every possible effort was made to find suitable placements for all applicants, regardless of their job requirements, needs for retraining and/or counseling, or limitations of the areas within which they sought employment.

The problem areas of the older worker which were found to be "unique" (i.e. in distinguishing him from the under-55 job seeking population) related to the general economic conditions, employer attitudes and practices, and other factors, discussed earlier in this chapter, which mitigate against his employability.

Project Senior Abilities has, perhaps most importantly, demonstrated that the older American who is dependent upon Social Security and other forms of public support, frequently needs additional income in order to maintain minimally adequate living standards. Several such individuals have incomes which are considerably below "poverty level" status (as defined by the Office of Economic Opportunity), and even additional sources of aid (welfare, food stamps, etc.) may be insufficient for providing adequate financial security. Several employed senior workers can become independent of other public supportive programs and, even many who are employed in temporary positions while maintaining their full Social Security benefits, may attain total incomes that place them substantially above poverty levels of living. For those individuals who earn sufficient incomes that enable them to become totally independent of public support, the savings and benefits that result relate not only to reducing such needs as welfare payments and other community sources of aid, but benefits to the employed senior citizen such as better nutrition and health and a more favorable psychosocial adjustment to advancing age. Also, by providing funds for employment programs for senior workers which can operate without research activities at a low cost under such legislation as the Older Americans Act, the need for many higher cost programs (Medicare, Welfare, etc.) could be decreased in many cases.

A major factor contributing to the effectiveness of the PSA program was the high visibility given to the project, combined with the satisfaction of previous cooperating companies who requested additional workers according to their workload needs, and periodic direct communications with the business community. The communications methods used to educate business on the merits of the project, in addition to the mass media, included personal contact by telephone or at the place of business, referrals by other employers who had experience with the project's senior workers and periodic mail campaigns to commerce and industry.

The various approaches used to enhance the visibility of the project served a variety of purposes. It made the community aware of a federally sponsored non-profit employment service for the elderly, assisted in the recruitment of older citizens for the work force supplement program ("skills bank"), and developed interest in the business community to utilize this population as a resource. As a result the project staff was able to place over 280 elderly persons in 355 part time and temporary jobs that, due to their nature, could not be filled by others who were seeking work (despite the high unemployment rate in the Long Island area).

An additional result of the high degree of publicity given to the project was that the staff received a number of inquiries from across the country from agencies and other persons who had heard of the project and desired to know more about the procedures and results. These inquiries indicated, in many cases, a desire to establish a similar program in their own communities and many requested information on the procedures for initiating such a program. Although materials were forwarded to all inquiries, the project staff received frequent requests for extended consultations. The staff also found, in attending conferences regarding the aged, that there was virtually no emphasis in the respective communities on programs regarding employment of the senior citizen.

To meet the needs of those who expressed an interest and to disseminate detailed information on how to establish a program along the broad guidelines upon which PSA was established, an on-going research utilization program was initiated by the project staff. A primary focus of this program, mentioned earlier, was the establishment of a series of seminars and conferences conducted at Human Resources Center concerning the project and problems relating to the placement of the aged worker. These seminars and conferences, held for agencies and vocational rehabilitation professionals in the field of the aged, as well

as interested executives from business and industry, lay the basis for a wide dissemination of information in order that the concepts embodied in PSA might be initiated in other communities across the country. The seminars included topics regarding the techniques and continued emphasis in other communities on publicity and promotion in order to recruit senior citizens as applicants and interest industry. Research was conducted and suggestions made for financial support from the local community so that these programs might become self supporting. At these seminars detailed recommendations were made for the implementation of an employment program, and technical assistance of the project staff was made available to aid in the establishment of a community program. The staff of PSA has continued to follow-up with those persons and agencies who have initiated programs similar to PSA as a result of the seminars. The staff has also continued to meet with the organizers of these programs in each community regarding their progress and any problems which may have arisen.

Though the various elements embodied in PSA have been considered necessary for an effective program geared toward maximizing the probability of employing the older person, it is important to recognize the fact that the development of such a program entails considerable expense. To a certain extent, this is a not infrequent and often expected outcome of any experimental program having such extensive objectives as PSA. On the other hand the staff recognizes that the establishment and conducting of a program such as this probably could not be completely self-sustaining, and would require a strong economic basis. It is felt that a major portion of the finances required should be shared and supported by the business community, through the skills banks themselves, with the remainder being provided by modest fund raising, volunteer and community support. Certainly there is little doubt that the benefits to be gained by providing employment for the elderly American are sufficient to justify the costs for conducting programs such as PSA. In addition to bringing greater awareness of the problem to the public and the local business and industrial community, it is suggested that impact from the public and private sectors be aimed at employers to develop programs or offer assistance to employees who they have retired, many after having given several years of service to the companies.

The project staff strongly feels that there are several important factors embodied in the structure of PSA which could make the project significant and more meaningful to be replicated in other areas. In terms of the short-comings of several current public and private programs aimed at hiring the older person and reviewed in chapter 1, it is felt that the following aspects of a program, embodied in PSA, are fundamental to the effectiveness of that program:

(1) A thorough and widespread survey of the employment opportunities in the locality to be served to determine the types of jobs available which might be "ideally suited" to the older client. This is probably best conducted by holding conferences with as large a representation of individuals from the business and industrial fields as possible, though personal contacts are highly desirable. Project Senior Abilities has found that the jobs which are "ideally suited" to the older client are those which are of temporary or part-time duration, have minimal career opportunities, and are of a nature that they would most likely not appeal to younger job seekers.

(2) Personal contacts with all of the major organizations, clubs, and agencies serving the elderly citizen, both for the purpose of providing a wide degree of visibility for the project as well as to provide "contact" points for recruiting clients.

(3) Establishing and maintaining a close liaison with professionals in the community who are associated with problems relating to the elderly citizen. This allows for the development and use of the most adequate and effective possible employment-interview

schedules, personnel forms and related data, counseling services, training or re-training techniques, and ultimate evaluation of the program's effectiveness. The staff should also have professional personnel with backgrounds in the area of rehabilitation of the aged, training and reorientation for the older job-seeker, for the most effective methods of potential placements in the job market.

(4) Continued dissemination of information regarding the progress of the program at each stage is essential for maintaining community interest, recruiting applicants, and allowing companies in the area to maintain knowledge and interest in the program. All methods of dissemination should be employed, particularly the mass media (the largest proportion of inquiries concerning PSA came as a result of television announcements, suggesting that this may be the best method of disseminating information).

(5) Of greatest importance, and one of the project staff's most time consuming difficulties, is the maintenance of complete and detailed information on all applicants. Though much information may be obtained through appropriately constructed forms given in the initial interview with the client, other data of importance require constant follow-ups (e.g. why a client was or was not placed or referred for jobs, why once referred a client was not placed, types and numbers of placements for a client and their duration, salaries paid, etc.) The difficulties imposed on maintaining up to date records on all applicants were fully discussed in the Results section where it was made clear that, without such complete record of this vital information, the effectiveness of the program cannot be assessed with full adequacy.

(6) Though the PSA program had as its basis the philosophy that by maintaining the employee on the Human Resources Center's payroll so as not to disenfranchise other workers in the cooperating company, it was apparent that though the staff regards this as a critical feature of the program's effectiveness, such a project cannot be completely self-sustaining. Though the sources of financial support would undoubtedly differ according to the nature of the community in which a project similar in concept to PSA was initiated, it is suggested that a focal point of the various dissemination efforts be directed at bringing the communities attention as well as industry to the merits and financial needs for maintaining such a program.

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APPENDIX A

SEX, AGE, AND MARITAL STATUS OF PLACEMENT GROUPS

	PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		RI No
	N	%	N	%	N	%	N	%	N
SEX									
M	63	(66)	27	(68)	58	(67)	148	(67)	1
F	32	(34)	13	(32)	28	(32)	73	(33)	1
TOTAL	95		40		86		221		2
AGE									
1916-17	3	(3)	0	(0)	2	(2)	5	(2)	1
1914-15	4	(4)	3	(8)	1	(1)	8	(4)	3
12-13	4	(4)	3	(8)	9	(10)	16	(7)	1
10-11	13	(14)	2	(5)	8	(9)	23	(10)	3
08-09	10	(10)	4	(10)	10	(12)	24	(11)	2
06-07	17	(18)	3	(8)	14	(16)	34	(15)	3
04-05	20	(21)	10	(25)	15	(17)	45	(20)	4
02-03	8	(8)	7	(18)	13	(15)	28	(13)	2
1900-01	7	(7)	5	(12)	3	(3)	15	(7)	3
1898-99	5	(5)	2	(5)	5	(6)	12	(5)	1
96-97	1	(1)	0	(0)	3	(3)	4	(2)	7
94-95	3	(3)	1	(2)	1	(1)	5	(2)	2
92-93	0	(0)	0	(0)	2	(2)	2	(1)	2
90-91	0	(0)	0	(0)	0	(0)			0
1882 + No Info.									
MARITAL STATUS									
Married	64	(67)	29	(72)	60	(70)	153	(69)	1
Single	7	(7)	1	(2)	5	(6)	13	(5)	2
W., D., Sep.	22	(23)	10	(25)	21	(24)	53	(23)	8
No Info.	0	(0)	1	(2)	0	(0)	1	(0)	8

APPENDIX A

SEX, AGE, AND MARITAL STATUS OF PLACEMENT GROUPS

LACED Job: 0+ days		PLACED 2+ Jobs: At least one 30+days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFERRED Not Placed		NOT REFERRED	
	%	N	%	N	%	N	%	N	%	N	%
3	(66)	27	(68)	58	(67)	148	(67)	176	(59)	158	(55)
2	(34)	13	(32)	28	(32)	73	(33)	121	(41)	128	(45)
5		40		86		221		297		286	
	(3)	0	(0)	2	(2)	5	(2)	14	(5)	8	(3)
	(4)	3	(8)	1	(1)	8	(4)	35	(12)	23	(8)
	(4)	3	(8)	9	(10)	16	(7)	18	(6)	28	(10)
3	(14)	2	(5)	8	(9)	23	(10)	37	(12)	25	(9)
0	(10)	4	(10)	10	(12)	24	(11)	29	(10)	27	(9)
7	(18)	3	(8)	14	(16)	34	(15)	38	(13)	41	(14)
0	(21)	10	(25)	15	(17)	45	(20)	40	(13)	46	(16)
	(8)	7	(18)	13	(15)	28	(13)	27	(9)	30	(10)
	(7)	5	(12)	3	(3)	15	(7)	33	(11)	25	(9)
	(5)	2	(5)	5	(6)	12	(5)	13	(4)	13	(4)
	(1)	0	(0)	3	(3)	4	(2)	7	(2)	7	(2)
	(3)	1	(2)	1	(1)	5	(2)	2	(1)	5	(2)
	(0)	0	(0)	2	(2)	2	(1)	2	(1)	5	(2)
	(0)	0	(0)	0	(0)			0	(0)	1	(0)
										2	(1)
4	(67)	29	(72)	60	(70)	153	(69)	178	(60)	178	(62)
	(7)	1	(2)	5	(6)	13	(5)	25	(8)	13	(4)
2	(23)	10	(25)	21	(24)	53	(23)	86	(29)	95	(33)
	(0)	1	(2)	0	(0)	1	(0)	8	(3)	0	

APPENDIX B

EDUCATION, AVAILABILITY OF TRANSPORTATION, AND DATE OF LAST EMPLOYMENT

	PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFER Not P
	N	%	N	%	N	%	N	%	N
Education Level									
Post Grad	3	(3)	0	(0)	2	(2)	5	(2)	19
College	10	(10)	3	(8)	9	(10)	22	(10)	32
Some College	20	(21)	6	(15)	13	(15)	39	(18)	42
High School Grad	25	(26)	16	(40)	19	(22)	60	(27)	90
Some High School	24	(25)	12	(30)	20	(23)	56	(25)	72
Elementary Grad	8	(8)	1	(2)	17	(20)	26	(12)	31
Some Elementary	3	(3)	1	(2)	4	(5)	8	(4)	7
No Info.	2	(2)	1	(2)	2	(2)	5	(2)	4
Transportation Availability									
Drives own car	54	(57)	36	(90)	55	(64)	45	(66)	202
Can be driven	1	(1)	1	((2)	1	(1)	3	(1)	7
Public trans.	22	(23)	2	(5)	22	(26)	46	(21)	67
No Trans.	0	(0)	0	(0)	2	(2)	2	(1)	12
No Info.	16	(17)	1	(2)	6	(7)	23	(10)	9
Date of Last Employment									
1972	14	(15)	4	(10)	9	(10)	27	(12)	40
1970-1	43	(45)	17	(42)	45	(52)	105	(48)	116
68-69	19	(20)	7	(18)	13	(15)	39	(18)	67
66-67	9	(9)	5	(12)	8	(9)	22	(10)	14
64-65	0	(0)	0	(0)	3	(3)	3	(1)	9
62-63	12	(1)	0	(0)	2	(2)	3	(1)	3
60-61	2	(1)	1	(2)	1	(1)	4	(2)	4
58-59	1	(1)	1	(2)	0	(0)	2	(1)	2
56-57	0	(0)	0	(0)	0	(0)	0	(0)	3
54-55	0	(0)	0	(0)	0	(0)	0	(0)	1
52-53	0	(0)	0	(0)	0	(0)	0	(0)	0
50-51	0	(0)	0	(0)	1	(1)	1	(0)	0
Previous to 1950	1	(1)	1	(2)	1	(1)	3	(1)	8
No Info.	4	(4)	4	(10)	2	(2)	10	(4)	20
Employment when applied	1	(1)	0	(0)	0	(0)	1	(0)	10
Never worked	0	(0)	0	(0)	1	(1)	1	(0)	0

APPENDIX B

EDUCATION, AVAILABILITY OF TRANSPORTATION, AND DATE OF LAST EMPLOYMENT

PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFERRED Not Placed		NOT REFERRED	
N	%	N	%	N	%	N	%	N	%	N	%
3	(3)	0	(0)	2	(2)	5	(2)	19	(6)	13	(4)
10	(10)	3	(8)	9	(10)	22	(10)	32	(11)	30	(10)
20	(21)	6	(15)	13	(15)	39	(18)	42	(14)	40	(14)
25	(26)	16	(40)	19	(22)	60	(27)	90	(30)	81	(28)
24	(25)	12	(30)	20	(23)	56	(25)	72	(24)	62	(22)
8	(8)	1	(2)	17	(20)	26	(12)	31	(10)	38	(13)
3	(3)	1	(2)	4	(5)	8	(4)	7	(2)	18	(6)
2	(2)	1	(2)	2	(2)	5	(2)	4	(1)	4	(1)
54	(57)	36	(90)	55	(64)	45	(66)	202	(68)	127	(44)
1	(1)	1	((2)	1	(1)	3	(1)	7	(2)	2	(1)
22	(23)	2	(5)	22	(26)	46	(21)	67	(22)	100	(35)
0	(0)	0	(0)	2	(2)	2	(1)	12	(4)	25	(9)
16	(17)	1	(2)	6	(7)	23	(10)	9	(3)	32	(11)
14	(15)	4	(10)	9	(10)	27	(12)	40	(13)	20	(7)
43	(45)	17	(42)	45	(52)	105	(48)	116	(39)	126	(44)
19	(20)	7	(18)	13	(15)	39	(18)	67	(22)	62	(22)
9	(9)	5	(12)	8	(9)	22	(10)	14	(5)	13	(4)
0	(0)	0	(0)	3	(3)	3	(1)	9	(3)	6	(2)
12	(1)	0	(0)	2	(2)	3	(1)	3	(1)	5	(2)
2	(1)	1	(2)	1	(1)	4	(2)	4	(1)	4	(1)
1	(1)	1	(2)	0	(0)	2	(1)	2	(1)	0	(0)
0	(0)	0	(0)	0	(0)	0	(0)	3	(1)	0	(0)
0	(0)	0	(0)	0	(0)	0	(0)	1	(0)	0	(0)
0	(0)	0	(0)	0	(0)	0	(0)	0	(0)	0	(0)
0	(0)	0	(0)	1	(1)	1	(0)	0	(0)	1	(0)
1	(1)	1	(2)	1	(1)	3	(1)	8	(3)	4	(1)
4	(4)	4	(10)	2	(2)	10	(4)	20	(7)	29	(10)
1	(1)	0	(0)	0	(0)	1	(0)	10	(3)	16	(6)
0	(0)	0	(0)	1	(1)	1	(0)	0	(0)	0	(0)

APPENDIX C

INCOME FROM LAST JOB, JOB REQUIREMENTS, AND SALARY DEMANDS

	PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFE Not
	N	%	N	%	N	%	N	%	N
Income from Last Job (Ann.)									
10,000 +	14	(15)	5	(12)	20	(23)	39	(18)	73
8-9	18	(19)	6	(15)	13	(15)	37	(17)	39
6-7	23	(24)	4	(10)	7	(8)	34	(15)	45
4-5	16	(17)	7	(18)	20	(23)	43	(19)	64
2-3	6	(6)	3	(8)	4	(5)	13	(6)	7
0-1	0	(0)	0	(0)	0	(0)			0
No Info.	18	(19)	15	(38)	22	(26)	55	(25)	69
Job Requirements									
Full Time	11	(12)	8	(20)	12	(14)	31	(14)	79
Part Time	39	(41)	20	(50)	46	(53)	105	(48)	146
Either	15	(16)	8	(20)	12	(15)	35	(16)	46
No Info.	31	(33)	4	(10)	15	(17)	50	(23)	26
Salary Demands									
Did not Specify	72	(76)	27	(68)	58	(67)	157	(71)	111
$5.00 + per hour	0	(0)	0	(0)	0	(0)	0	(0)	6
4.75	0	(0)	0	(0)	0	(0)	0	(0)	0
4.50	0	(0)	0	(0)	0	(0)	0	(0)	4
4.25	0	(0)	0	(0)	0	(0)	0	(0)	2
4.00	1	(1)	0	(0)	1	(1)	2	(1)	2
3.75	0	(0)	10	(2)	1	(1)	2	(1)	8
3.50	3	(3)	0	(0)	0	(0)	3	(1)	4
3.25	0	(0)	0	(0)	1	(1)	1		1
3.00	1	(1)	4	(10)	3	(3)	8	(4)	20
2.75	2	(2)	0	(0)	0	(0)	2	(1)	7
2.50	10	(10)	1	(2)	7	(8)	18	(8)	20
2.25	5	(5)	2	(5)	4	(5)	11	(5)	13
2.00	6	(6)	5	(12)	10	(12)	21	(10)	22
1.85	1	(1)	0	(0)	2	(2)	3	(1)	2
No Info.	0	(0)	0	(0)	0	(0)			0

APPENDIX C

NCOME FROM LAST JOB, JOB REQUIREMENTS, AND SALARY DEMANDS

LACED Job: 0+ days		PLACED 2+ Jobs: At least one 30+days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFERRED Not Placed		NOT REFERRED	
	%	N	%	N	%	N	%	N	%	N	%
4	(15)	5	(12)	20	(23)	39	(18)	73	(24)	66	(23)
8	(19)	6	(15)	13	(15)	37	(17)	39	(13)	32	(11)
3	(24)	4	(10)	7	(8)	34	(15)	45	(15)	50	(17)
6	(17)	7	(18)	20	(23)	43	(19)	64	(22)	67	(33)
	(6)	3	(8)	4	(5)	13	(6)	7	(2)	12	(4)
	(0)	0	(0)	0	(0)			0	(0)	5	(2)
8	(19)	15	(38)	22	(26)	55	(25)	69	(23)	54	(19)
1	(12)	8	(20)	12	(14)	31	(14)	79	(26)	50	(17)
9	(41)	20	(50)	46	(53)	105	(48)	146	(49)	148	(52)
5	(16)	8	(20)	12	(15)	35	(16)	46	(15)	41	(14)
1	(33)	4	(10)	15	(17)	50	(23)	26	(9)	147	(51)
72	(76)	27	(68)	58	(67)	157	(71)	111	(63)	173	(60)
0	(0)	0	(0)	0	(0)	0	(0)	6	(2)	13	(4)
0	(0)	0	(0)	0	(0)	0	(0)	0	(0)	0	(0)
0	(0)	0	(0)	0	(0)	0	(0)	4	(1)	2	(1)
0	(0)	0	(0)	0	(0)	0	(0)	2	(1)	1	(0)
1	(1)	0	(0)	1	(1)	2	(1)	2	(1)	7	(2)
0	(0)	10	(2)	1	(1)	2	(1)	8	(3)	2	(1)
3	(3)	0	(0)	0	(0)	3	(1)	4	(1)	2	(1)
0	(0)	0	(0)	1	(1)	1		1	(0)	3	(1)
1	(1)	4	(10)	3	(3)	8	(4)	20	(7)	9	(3)
2	(2)	0	(0)	0	(0)	2	(1)	7	(2)	5	(2)
10	(10)	1	(2)	7	(8)	18	(8)	20	(7)	24	(8)
5	(5)	2	(5)	4	(5)	11	(5)	13	(4)	12	(4)
6	(6)	5	(12)	10	(12)	21	(10)	22	(7)	28	(10)
1	(1)	0	(0)	2	(2)	3	(1)	2	(1)	3	(1)
0	(0)	0	(0)	0	(0)			0	(0)	2	(1)

APPENDIX D

FREQUENCIES OF REFERRAL ATTEMPTS AND SALARY RANGES FOR PLACEMENT GROUPS

	PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFE Not
	N	%	N	%	N	%	N	%	N
Referral Attempts									
1	59	(63)	3	(8)	20	(23)	81	(37)	121
2	16	(17)	3	(8)	17	(20)	36	(16)	96
3	10	(11)	7	(18)	16	(19)	33	(15)	46
4	1	(1)	9	(22)	11	(13)	21	(10)	16
5	5	(5)	4	(10)	11	(13)	20	(9)	5
6	2	(2)	8	(20)	5	(6)	15	(7)	5
7	0	(0)	1	(2)	3	(3)	4	(2)	1
8	1	(1)	0	(0)	1	(1)	2	(1)	5
9	0	(0)	1	(2)	0	(0)	1		0
10+	0	(0)	4	(10)	2	(2)	6	(3)	2
Salary Offered									
$4.50+	7	(7)	0	(0)	0	(0)	7	(3)	2
4.25	0	(0)	0	(0)	0	(0)	0	(0)	0
4.00	1	(1)	0	(0)	0	(0)	1		0
3.75	1	(1)	0	(0)	0	(0)	1		5
3.50	7	(7)	1	(1)	2	(2)	10	(4)	2
3.25	1	(1)	0	(0)	1	(1)	2	(1)	4
3.00	14	(14)	4	(5)	6	(6)	24	(9)	15
2.75	3	(3)	3	(4)	4	(4)	10	(4)	12
2.50	15	(15)	13	(17)	11	(12)	39	(15)	42
2.25	18	(18)	12	(16)	19	(20)	49	(18)	52
2.00	14	(14)	29	(39)	27	(29)	70	(26)	27
1.85	1	(1)	6	(8)	6	(6)	13	(5)	5
No Info.	15	(15)	7	(9)	18	(19)	40	(15)	175
Job Offer									
Full Time	24	(25)	31	(41)	24	(26)	79	(30)	80
Part Time	57	(59)	33	(44)	51	(54)	141	(53)	153
No Info.	16	(17)	11	(15)	19	(20)	46	(17)	171

APPENDIX D

FREQUENCIES OF REFERRAL ATTEMPTS AND SALARY RANGES FOR PLACEMENT GROUPS

PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFERRED Not Placed		NOT REFERRED	
N	%	N	%	N	%	N	%	N	%	N	%
59	(63)	3	(8)	20	(23)	81	(37)	121	(41)		
16	(17)	3	(8)	17	(20)	36	(16)	96	(32)		
10	(11)	7	(18)	16	(19)	33	(15)	46	(15)		
1	(1)	9	(22)	11	(13)	21	(10)	16	(5)	NONE	
5	(5)	4	(10)	11	(13)	20	(9)	5	(2)		
2	(2)	8	(20)	5	(6)	15	(7)	5	(2)		
0	(0)	1	(2)	3	(3)	4	(2)	1			
1	(1)	0	(0)	1	(1)	2	(1)	5	(2)		
0	(0)	1	(2)	0	(0)	1		0			
0	(0)	4	(10)	2	(2)	6	(3)	2	(1)		
7	(7)	0	(0)	0	(0)	7	(3)	2	(1)		
0	(0)	0	(0)	0	(0)	0	(0)	0	(0)		
1	(1)	0	(0)	0	(0)	1		0	(0)		
1	(1)	0	(0)	0	(0)	1		5	(2)		
7	(7)	1	(1)	2	(2)	10	(4)	2	(1)	NONE	
1	(1)	0	(0)	1	(1)	2	(1)	4	(1)		
14	(14)	4	(5)	6	(6)	24	(9)	15	(5)		
3	(3)	3	(4)	4	(4)	10	(4)	12	(4)		
15	(15)	13	(17)	11	(12)	39	(15)	42	(13)		
18	(18)	12	(16)	19	(20)	49	(18)	52	(16)		
14	(14)	29	(39)	27	(29)	70	(26)	27	(6)		
1	(1)	6	(8)	6	(6)	13	(5)	5	(2)		
15	(15)	7	(9)	18	(19)	40	(15)	175	(52)		
24	(25)	31	(41)	24	(26)	79	(30)	80	(20)		
57	(59)	33	(44)	51	(54)	141	(53)	153	(38)	NONE	
16	(17)	11	(15)	19	(20)	46	(17)	171	(42)		

APPENDIX E

WILLINGNESS TO VOLUNTEER AND AGE OF RETIREMENT OF PLACEMENT GROUPS

	PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFE Not
	N	%	N	%	N	%	N	%	N
Volunteer Work									
Yes	12	(21)	5	(15)	13	(21)	30	(20)	52
No	46	(79)	21	(75)	49	(78)	116	(78)	182
No Answer	0	(0)	1	(4)	1	(1)	2	(0)	7
Willing to Volunteer									
Yes	19	(33)	7	(28)	26	(41)	53	(36)	85
No	31	(53)	16	(57)	25	(40)	72	(49)	121
No Answer	8	(14)	34	(14)	12	(19)	24	(16)	35
Age of Retirement									
Before 55	0	(0)	0	(0)	0	(0)	0	(0)	8
55	0	(0)	0	(0)	2	(3)	2	(1)	9
56	1	(2)	0	(0)	1	(1)	2	(1)	5
57	4	(7)	1	(4)	1	(1)	6	(4)	2
58	3	(5)	1	(4)	2	(3)	6	(4)	0
59	0	(0)	0	(0)	1	(1)	1	(1)	3
60	1	(2)	0	(0)	1	(1)	2	(1)	3
61	3	(5)	0	(0)	1	(1)	4	(3)	3
62	10	(17)	4	(14)	9	(14)	23	(16)	21
63	3	(5)	1	(4)	2	(3)	6	(4)	11
64	1	(2)	1	(4)	3	(5)	5	(3)	8
65	11	(19)	7	(25)	12	(19)	30	(21)	45
66	1	(2)	1	(4)	2	(3)	4	(3)	5
67	1	(2)	1	(4)	3	(5)	5	(3)	7
68	2	(3)	1	(4)	1	(1)	4	(3)	6
69	0	(0)	0	(0)	0	(0)	0	(0)	6
70	0	(0)	0	(0)	2	(3)	2	(1)	6
71+	1	(2)	0	(0)	2	(3)	3	(2)	5
No Info.	2	(3)	5	(18)	8	(13)	15	(10)	24
Did not retire	13	(22)	3	(11)	9	(14)	25	(17)	65

APPENDIX E

WILLINGNESS TO VOLUNTEER AND AGE OF RETIREMENT OF PLACEMENT GROUPS

LACED Job: 0+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFERRED Not Placed		NOT REFERRED	
	%	N	%	N	%	N	%	N	%	N	%
12	(21)	5	(15)	13	(21)	30	(20)	52	(21)	33	(15)
56	(79)	21	(75)	49	(78)	116	(78)	182	(75)	177	(80)
	(0)	1	(4)	1	(1)	2	(0)	7	(0)	11	(5)
19	(33)	7	(28)	26	(41)	53	(36)	85	(35)	69	(31)
31	(53)	16	(57)	25	(40)	72	(49)	121	(50)	124	(56)
	(14)	34	(14)	12	(19)	24	(16)	35	(14)	28	(13)
	(0)	0	(0)	0	(0)	0	(0)	8	(3)	6	(3)
	(0)	0	(0)	2	(3)	2	(1)	9	(4)	7	(3)
	(2)	0	(0)	1	(1)	2	(1)	5	(2)	1	(0)
	(7)	1	(4)	1	(1)	6	(4)	2	(1)	2	(1)
	(5)	1	(4)	2	(3)	6	(4)	0	(0)	2	(1)
	(0)	0	(0)	1	(1)	1	(1)	3	(1)	3	(1)
	(2)	0	(0)	1	(1)	2	(1)	3	(1)	6	(3)
	(5)	0	(0)	1	(1)	4	(3)	3	(1)	5	(2)
10	(17)	4	(14)	9	(14)	23	(16)	21	(9)	13	(6)
	(5)	1	(4)	2	(3)	6	(4)	11	(4)	7	(3)
	(2)	1	(4)	3	(5)	5	(3)	8	(3)	9	(4)
11	(19)	7	(25)	12	(19)	30	(21)	45	(19)	42	(19)
	(2)	1	(4)	2	(3)	4	(3)	5	(2)	9	(4)
	(2)	1	(4)	3	(5)	5	(3)	7	(3)	8	(4)
2	(3)	1	(4)	1	(1)	4	(3)	6	(2)	4	(2)
0	(0)	0	(0)	0	(0)	0	(0)	6	(2)	6	(3)
0	(0)	0	(0)	2	(3)	2	(1)	6	(2)	7	(3)
	(2)	0	(0)	2	(3)	3	(2)	5	(2)	5	(2)
2	(3)	5	(18)	8	(13)	15	(10)	24	(10)	20	(9)
13	(22)	3	(25)	9	(14)	25	(17)	65	(27)	59	(27)

APPENDIX F

ATTITUDES TOWARDS RETIRING AND PSYCHOSOCIAL FACTORS

	PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFE Not
	N	%	N	%	N	%	N	%	N
Attitudes about retiring									
Very glad	7	(12)	2	(11)	4	(6)	14	(9)	16
Rather glad	15	(26)	5	(18)	18	(28)	38	(26)	69
Did not care	3	(5)	0	(0)	2	(3)	5	(3)	12
At a loss	5	(9)	8	(28)	12	(19)	24	(16)	33
Sad & depressed	7	(12)	4	(14)	11	(17)	22	(15)	26
No Answer	16	(28)	8	(28)	16	(25)	45	(30)	85
Number of Friends									
5+	19	(32)	12	(43)	28	(44)	59	(42)	74
4	4	(7)	1	(4)	5	(8)	10	(7)	18
3	2	(3)	1	(4)	4	(6)	7	(5)	25
2	0	(0)	2	(7)	4	(6)	6	(4)	14
1	0	(0)	0	(0)	1	(1)	1	(1)	2
No Answer	13	(22)	6	(21)	6	(10)	25	(18)	33
None	2	(3)	2	(7)	5	(8)	9	(6)	14
Some	17	(29)	4	(14)	10	(16)	31	(22)	61
Club Membership									
5	1	(2)	0	(0)	0	(0)	1	(1)	0
4	3	(5)	1	(4)	1	(1)	5	(4)	11
3	2	(3)	2	(11)	3	(5)	8	(6)	23
2	8	(14)	4	(14)	10	(16)	12	(9)	38
1	14	(24)	6	(21)	15	(24)	35	(25)	52
None	25	(43)	14	(50)	31	(49)	70	(51)	100
No Answer	4	(7)	0	(0)	3	(5)	7	(5)	17
Neighborhood									
Like It	55	(95)	24	(86)	55	(87)	134	(91)	197
Dislike It	1	(2)	2	(7)	4	(6)	7	(5)	23
No Answer	1	(2)	2	(7)	4	(6)	7	(5)	21

APPENDIX F

ATTITUDES TOWARDS RETIRING AND PSYCHOSOCIAL FACTORS

PLACED 1 Job: 30+ days		PLACED 2+ Jobs: At least one 30+ days		PLACED 1 or more Jobs: All less than 30 days		PLACED All Jobs		REFERRED Not Placed		NOT REFERRED	
N	%	N	%	N	%	N	%	N	%	N	%
	(12)	2	(11)	4	(6)	14	(9)	16	(7)	14	(6)
5	(26)	5	(18)	18	(28)	38	(26)	69	(29)	54	(24)
	(5)	0	(0)	2	(3)	5	(3)	12	(5)	14	(6)
	(9)	8	(28)	12	(19)	24	(16)	33	(14)	28	(13)
	(12)	4	(14)	11	(17)	22	(15)	26	(11)	30	(14)
6	(28)	8	(28)	16	(25)	45	(30)	85	(35)	81	(37)
9	(32)	12	(43)	28	(44)	59	(42)	74	(31)	65	(29)
	(7)	1	(4)	5	(8)	10	(7)	18	(7)	9	(4)
	(3)	1	(4)	4	(6)	7	(5)	25	(10)	9	(4)
	(0)	2	(7)	4	(6)	6	(4)	14	(6)	17	(8)
	(0)	0	(0)	1	(1)	1	(1)	2	(1)	3	(1)
3	(22)	6	(21)	6	(10)	25	(18)	33	(14)	36	(16)
	(3)	2	(7)	5	(8)	9	(6)	14	(6)	16	(7)
7	(29)	4	(14)	10	(16)	31	(22)	61	(25)	66	(30)
	(2)	0	(0)	0	(0)	1	(1)	0	(0)	0	(0)
	(5)	1	(4)	1	(1)	5	(4)	11	(4)	9	(4)
	(3)	2	(11)	3	(5)	8	(6)	23	(10)	17	(8)
	(14)	4	(14)	10	(16)	12	(9)	38	(16)	19	(8)
4	(24)	6	(21)	15	(24)	35	(25)	52	(22)	66	(30)
5	(43)	14	(50)	31	(49)	70	(51)	100	(41)	104	(42)
	(7)	0	(0)	3	(5)	7	(5)	17	(7)	6	(3)
5	(95)	24	(86)	55	(87)	134	(91)	197	(82)	178	(80)
	(2)	2	(7)	4	(6)	7	(5)	23	(10)	26	(12)
	(2)	2	(7)	4	(6)	7	(5)	21	(9)	17	(8)

APPENDIX F
(continued)

	N	%	N	%	N	%	N	%	N
Plans for Future									
Yes	25	(43)	13	(46)	27	(43)	65	(44)	109
No	26	(45)	13	(46)	33	(52)	72	(48)	108
No Answer	6	(10)	2	(7)	3	(5)	11	(07)	24
Events Attended									
5	4	(7)	3	(11)	3	(5)	10	(7)	24
4	7	(12)	4	(14)	6	(10)	17	(11)	38
3	12	(21)	5	(18)	12	(19)	29	(20)	57
2	13	(22)	5	(18)	14	(22)	34	(23)	38
1	15	(26)	3	(11)	21	(33)	39	(26)	40
None	4	(7)	5	(18)	6	(10)	15	(10)	31
No Answer	1	(2)	3	(11)	1	(1)	5	(3)	13

APPENDIX F
(continued)

N	%	N	%	N	%	N	%	N	%	N	%
25	(43)	13	(46)	27	(43)	65	(44)	109	(45)	96	(43)
26	(45)	13	(46)	33	(52)	72	(48)	108	(45)	94	(42)
6	(10)	2	(7)	3	(5)	11	(07)	24	(10)	31	(14)
4	(7)	3	(11)	3	(5)	10	(7)	24	(10)	12	(5)
7	(12)	4	(14)	6	(10)	17	(11)	38	(16)	27	(12)
12	(21)	5	(18)	12	(19)	29	(20)	57	(24)	44	(20)
13	(22)	5	(18)	14	(22)	34	(23)	38	(16)	47	(21)
15	(26)	3	(11)	21	(33)	39	(26)	40	(17)	45	(20)
4	(7)	5	(18)	6	(10)	15	(10)	31	(13)	39	(18)
1	(2)	3	(11)	1	(1)	5	(3)	13	(5)	7	(3)

EMPLOYMENT APPLICATION

Date:

PLEASE PRINT—USE INK—ANSWER EVERY QUESTION

PERSONAL DATA

NEW YORK STATE LAW PROHIBITS DISCRIMINATION BECAUSE OF AGE

NAME _____

ADDRESS _____
Number Street Town Zip Code

U. S. Citizen: ☐ Yes ☐ No Single _____ Married _____
Separated _____ Widow-er _____ Divorced _____

Present Condition of Health & Description of Disability, if any:

Hospitalization — From To

In an emergency, please call:

(Name) _____ Phone _____

Any other name by which known:
or
Maiden Name: Other:

Date of birth:	Age:	Tel. No.:	Social Security No.
No. of Children:		Ages of Children:	Other Dependents:
No. of days ill past year:		Height:	Weight:

Prosthesis _____ Referred by: _____

Medication _____

Dates & Places of Hospital Confinement:

EDUCATION

Schools	Name & Location	Did You Graduate?	Degree, If Any
GRAMMAR			
HIGH			
COLLEGE			
OTHER SCHOOLS			

DO NOT WRITE IN THIS SPACE

APPENDIX G

Social Security	☐ Yes	☐ No	Do you own a car?	Do you drive?
Pension	☐ Yes	☐ No		
Other Income	☐ Yes	☐ No		

Transportation available to you?

EMPLOYMENT RECORD

Employment Information	Last or Present Employer	Previous Employer	Previous Employer	Previous Employer
NAME OF COMPANY				
ADDRESS				
TYPE OF BUSINESS				
YOUR JOB TITLE				
SUPERVISOR'S NAME & TITLE				
DATES EMPLOYED (Month & Year)	From To	From To	From To	From To
SALARY RECEIVED	$ Per	$ Per	$ Per	$ Per
WHY DID YOU LEAVE?				

Will you work in: New York City Nassau County
Queens County Suffolk County

ALL OF THE ABOVE INFORMATION IS ACCURATE AND TRUE TO THE BEST OF MY KNOWLEDGE AND BELIEF. I FULLY UNDERSTAND THAT ANY DELIBERATE FALSE STATEMENTS MADE BY ME MAY BE GROUNDS FOR DISMISSAL.

Signature:

PLEASE COMPLETE REVERSE SIDE

SPECIAL SKILLS

DO YOU OPERATE A TYPEWRITER? YES ☐ NO ☐	Specify: ELECTRIC ☐ MANUAL ☐ BOTH ☐	Approx. words per min.	
DO YOU TAKE SHORTHAND? YES ☐ NO ☐	Specify: GREGG ☐ PITMAN ☐ OTHER: _____	Approx. words per min.	
ARE YOU VERSED IN ANY FOREIGN LANGUAGES? YES ☐ NO ☐	Specify: SPANISH ☐ ITALIAN ☐ OTHER: _____		

Please list at the right any other type of office equipment or machinery that you are familiar with and can operate with dexterity.

Check machines which you have knowledge of:

1 Adding Mach	☐	12 IBM Key Punch	
2 Addressograph	☐	Alpha	☐
3 Burroughs	☐	Num.	☐
4 Calculator	☐	13 IBM Proof Mach.	☐
5 Comptometer	☐	14 Mimeograph	☐
6 Ditto Machine	☐	15 Monroe Calc.	☐
7 Dictaphone	☐	16 Multigraph	☐
8 Ediphone	☐	17 Multilith	☐
9 Elliot-Fisher	☐	18 N. C. R.	☐
10 Graphotype	☐	19 Pitney Bowes	☐
11 IBM Tab (please list)		20 Rem. Rand	☐
Operate	☐	21 Teletype	☐
Wire	☐	22 Vari-type	☐

Please list your special interests and hobbies to the right in the spaces provided.

1.

2.

3.

4.

Check items below which you have knowledge of:

1 Accounting	☐
2 Advertising	☐
3 Billing	☐
4 Bookkeeping	☐
5 Collection	☐
6 Copywriting	☐
7 Correspondence	☐
8 Cost Clerk	☐
9 Credit	☐
10 Crafting	☐
11 Editorial	☐
12 Engineering	☐
13 Export-Import	☐
14 Filing	☐
15 Figure Work	☐
16 Legal	☐
17 Mail Room	☐
18 Medical	☐
19 Payroll	☐
20 Posting	☐
21 Proofreading	☐
22 Purchasing	☐
23 Record Keeping	☐
24 Statistical	☐
25 Supply	☐
26 Switchboard	
Monitor	☐
Plug	☐
Positions	☐
27 Traffic	☐

DO NOT WRITE BELOW THIS LINE

DATE	COMPANY	POSITION	FULL TIME	PART TIME	LOCATION

NAME:

DATE INTERVIEWED: BY:

PLACE

DAY'S & HOURS WILLING TO WORK:

OWN CAR? DRIVE CAR? WHAT TRANSPORTATION IS AVAILABLE TO YOU?

TYPE OF WORK DONE:

TYPE OF WORK PREFERRED:

ANY OTHER INCOME: SALARY DESIRED:

LEAST SALARY DESIRED:

DRESS: SPEECH: ATTITUDE:

OVERALL MANNER: _____

COMMENTS: _____

PROJECT SENIOR ABILITIES

Name_____ Date_____

Supplementary Information

Volunteer Work

1. Do you do volunteer work in the community? Yes____No____
2. If yes, in what agency?_____

   What kinds of tasks?_____
3. Would you be interested in doing volunteer work in your spare time? Yes____No____
4. If yes, in what kind of agency?_____

   Kinds of tasks_____
5. If no, give reasons_____

   _____

Retirement

1. At what age did you retire?_____
2. When you reached retirement age, how did you feel? (Check any that apply.)

Very glad	
Rather glad, but now and then regretful	____
Did not care one way or another	____
At a loss, confused as to future	____
Sad and depressed, felt let down	____

3. When you applied for a job, what kinds of responses did you get?

   _____

   _____

Work

1. Do you prefer to work: part time____full time____
2. Give reasons for your preference_____

   _____

PSA Supplemental Sheet
HGG/smn
113070

Social Interests

1. How do you spend your leisure time?_____

_____

_____

2. How many real friends do you have--people you like and could call upon if you needed help?_____

3. To what clubs or groups do you belong?

Name of Club or Group	Office you Hold
_____	_____
_____	_____
_____	_____
_____	_____

4. What are your favorite things to do?_____

_____, _____, _____

Point of View about Your Neighborhood

1. If you like it, give reasons_____

_____

2. If you do not like it, give reasons_____

_____

3. How long have you lived there?_____

Plans for Future

1. Do you have some plans for the future? Yes____No____

2. If yes, what kinds?_____

_____

3. If no, give reasons_____

_____

PSA Supplemental Sheet
HGG/smn
113070

Which, if any of the following events or gatherings have you attended in the past six months? Which would you like to attend? (Check all that apply.)

	HAVE ATTENDED	WOULD LIKE TO ATTEND
(1) Movie	_____	_____
(2) Theatre	_____	_____
(3) Opera	_____	_____
(4) Club (specify kind)	_____	_____
(5) Social group (specify kind)	_____	_____
(6) Another group (specify kind)	_____	_____
(7) Picnic	_____	_____
(8) None	_____	_____

If you have not attended any of the above events, what would you say prevented you from going? (Check all that apply.)

(1) Had other interests at home _____

(2) Transportation _____

(3) Would not have enjoyed going alone _____

(4) Insufficient Funds _____

(5) Other _____

PSA Supplemental Sheet
HGG/smn
113070

PROJECT SENIOR ABILITIES

Offering Skilled Temporary Personnel to the Business Community

HUMAN RESOURCES CENTER

HUMAN RESOURCES CENTER

Newsday

Project to Employ 'Senior Abilities'

By Jerry Morgan

Albertson—The Human Resources Center announced a new program yesterday designed to put retired senior citizens back on the job using the skills they acquired in a lifetime of work.

Called Project Senior Abilities and funded with a $70,000 grant from the U.S. Department of Health, Education and Welfare, the program seeks to create a temporary task force of skilled workers that can be used by Long Island business and industrial firms.

The department's grant is renewable for each year of a three-year demonstration period, and Frank Gentile, executive director of the Human Resources Center Foundation, said that he hopes the idea will spread locally, regionally and nationally with a new step each year. Gentile said that the non-profit center wants the idea to spread but does not want to run national programs.

No estimate was available on the number of senior citizens, 55 and over, that the program will reach. The Human Resources Center consists of a work center for the disabled and retarded, a school for severely disabled children, and a research and training institute.

Program Outlined

At a conference and luncheon yesterday at headquarters, I.U. Willets Road, 115 business leaders and county officials heard center president Henry Viscardi Jr. and officials of the Franklin National Bank, Grumman Aerospace Corp. and the Insurance Co. of North America outline the program. Grumman, INA and the bank have already agreed to hire workers under the auspices of the program.

Under the plan, Project Senior Abilities will recruit and hire senior citizens, put them on its payroll and then contract with firms for skills and services needed. Having the workers on the center's payroll eliminates the need for companies to pay hospitalization, disability, and similar benefits that might interfere with their regular insurance programs. The center would be responsible for those benefits.

To get the program started, Viscardi said that the center's staff will contact business firms for their lists of retired employes for recruitment purposes. The project also plans to train or retrain senior citizens to insure a supply of skilled workers. In supporting the program, Thomas Rozzi, a Grumman vice president in charge of security and personnel services, said: "Certain skills require weeks, months and even years of training, and yet, because of some arbitrary chronological standard we retire the skilled worker and remove him from the manpower pool of talent. Not only is this affecting our economy adversely, but in many cases we are committing a serious disservice to the individual."

'What If . . .' Questions

A number of the business leaders expressed approval of the program in principle but wanted answers to "What if?" questions. "What if we find the senior citizens are working out so well we want to steal them from you?", a supermarket executive asked. "Steal them," Viscardi said. "We are planning on having skills available on a temporary basis for peak periods but if you can use them permanently, fine."

"What if the unions object?", Viscardi was asked. "I didn't want to get into that problem, but it was probably a mistake not to ask some of our union friends to attend. I'll speak to them about it."

James Ferriman, a member of the center's board of governors and a senior vice president of INA, said: "I urge each of you to evaluate your need and join with us in this important project which will not only help the aged, but also create a new pool of talent and ingenuity for American business."

Firms and senior citizens interested in the program should contact the Human Resources Center for further information.

James Ferriman, Senior Vice President of the Insurance Company of North America and a member of the panel, discussing the project Senior Abilities, noted the great need to bring the senior skilled worker back into the economy of American business life.

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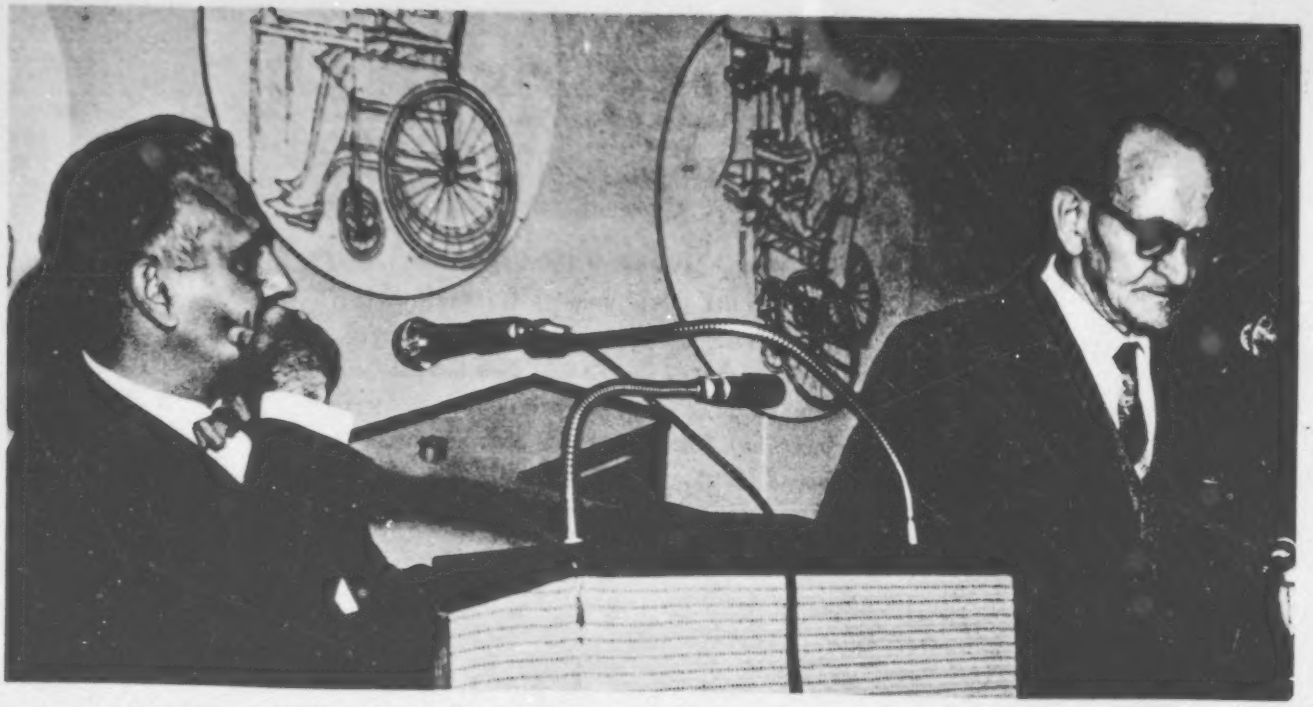


Dr. Henry Viscardi Jr., President of The Human Resources Center, interviews a senior worker at the Center, Mr. Theodore Fassnacht, a master machinist who works on a part-time basis at the Center in the Research Institute. He is 76 years old.

FACTS ABOUT PROJECT SENIOR ABILITIES WILL...

. . . act as a liaison between the skilled senior worker and business and industry, providing qualified temporary personnel to firms in the Long Island area.

. . . recruit retired workers, and give them whatever retraining is necessary to insure their being productive, valuable employees for the business community.

. . . be the employer of the senior worker. In this way, businesses will have available to them a supply of skilled temporary personnel without the worry of affecting existing pensions and insurance plans.

. . . secure from businesses a listing of individuals who have retired or are about to retire and contact them about PROJECT SENIOR ABILITIES.

. . . be the newest dimension in Human Resources and its service to the disabled, the retarded, and the aged.

Harold V. Gleason, President of the Franklin National Bank addressing the Conference on Project Senior Abilities. Mr. Gleason chaired the conference.

Tom Rozzi, Vice President of Grumman Corp. addressing the 114 business executives attending the conference on Project Senior Abilities and pledges the support of the Grumman Corp. to this Project.

N.Y. Daily News

Job Project Gives Boost To the Aged

Shunned by large corporations whose hiring procedures prohibit employing the elderly, the senior segment of the population has been left, in the past, to languish into a fossil state.

Recently, however, experts in the field of human resources have been able to develop active employment programmes for the elderly still able to work.

And this Friday, Dr. Henry Viscardi, President of the Nassau County Human Resources Center, will present a new program that will identify employment 55 throughout the Long Island possibilities for individuals over area.

Sponsors Listed

The human resources project will be presented in conference on the campus of the Nassau Center and will be sponsored jointly by the Grumman Corporation, the Franklin National Bank and Insurance Company of North America.

Hundreds of metropolitan area executives are expected to attend the conference that will run from 9:30 a.m. to 2:00 p.m.

The conference title; "Project Senior Abilities," takes its name from the demonstration work center for the disabled, Abilities, Inc.

During the 4½ hour session, executives will learn about the benefits of temporary employment of the senior workers who can be a valuable part-time labor resource.

QUOTATIONS FROM PROJECT SENIOR ABILITIES CONFERENCE

"First, we want each of you to recognize the breadth and depth of the Human Resources Center" ". . . on this campus there is the ability and the know how to put in effect a new program which will broaden the horizons of Rehabilitation...."

Harold Gleason
President Franklin
National Bank

"The Innovative program, Project Senior Abilities will enable the establishment of a unique Temporary Work Task Force on Human Resources Center payroll with all the protection and fringe benefits they need. This skills bank would be available to you and to me and to the firms we represent."

Tom Rozzi Vice Pres.
Grumann Corporation

"Project Senior Abilities will allow companies and firms like ours to identify the skills and call upon needed personnel in order that our services to our insured may be of the highest nature"

James W. Ferriman
Vice Pres. I.N.A.

"we have no age limit for our own people and none for the aged project. . . ."

Henry Viscardi Jr.
Pres. Human Resources Center

Long Island Press

Launch Project Senior Abilities

A clearing house for retired people who still can contribute to the business world was launched yesterday at the Human Resources Center in Albertson.

With the full support of the Franklin National Bank, the Grumman Corp. and the Insurance Co. of North America, Project Senior Abilities got under way with a tour of the center, speeches and a question-and-answer session.

Henry Viscardi Jr., center president, explained that Project Senior Abilities was established for the "thousands of men and women whose skills and talents are wasted when they are forced into retirement" to meet "the pressing need of the business community for temporary personnel who are capable of doing quality work."

Harold V. Gleason, Franklin National Bank president, was the main speaker at a luncheon at the center. James W. Ferriman, vice-president of Insurance Co. of North America, and G. Thomas Rozzi, vice-president of Grumman, also spoke.

Frank Gentile, executive vice-president of the Human Resources Center, explained that each senior worker would be interviewed and evaluated before being recommended to hiring companies.

Employes of the three sponsors or of any other firm would be available to firms they had not worked for rather than to their own companies, since complications with pension plans might arise if a worker sought work with a company from which he had retired.

Viscardi said the center, which provides work for more than 700 disabled and retarded persons, will be available for Project Senior Abilities and may be the place where some temporary work is performed under the new program.

Project Senior Abilities To Identify Senior Employment Possibilities

On Friday, November 14th, Dr. Henry Viscardi, Jr., President and Founder of Human Resources Center, will present a dynamic new program which promises to provide a yet untapped labor source for Long Island's business and industry.

The Program, PROJECT SENIOR ABILITIES, has as its purpose the immediate identification of employment possibilities for the individual over 55 who is presently in retirement or semi-retirement. During a special conference on November 14th to be held on the campus of Human Resources Center, hundreds of prominent metropolitan area executives will have an opportunity to learn in detail of the program, and propose areas in which there are needs for skilled and semi-skilled workers.

The Conference itself is being sponsored jointly by the Grumman Corporation, The Franklin National Bank and the Insurance Company of North America. Representing these well-known companies will be John B. Rettaliata, Vice President of Grumman and Chairman of Project Senior Abilities, Harold Gleason, President of Franklin National Bank, Conference Chairman, and James W. Ferriman, Senior Vice President of Insurance Company of North America. Mr. Ferriman will be a featured speaker on the dias.

The Conference on Project Senior Abilities will run from 9:30 a.m. to 2:00 p.m. it takes its name from the world famous demonstration work center for the disabled, Abilities, Inc., and will acquaint businessmen with the benefit of temporary employment of the senior worker who can be a valuable part-time labor resource.

Executives interested in attending the Conference or in more information are invited to call Human Resources Center-747-2700 Ext. 275.

Project Senior Abilities was initiated by the Research and Training. Facility at Human Resources Center, under the joint sponsorship of private industry and the Social and Rehabilitation Service of the Department of the Health, Education and Welfare.

One hundred fourteen executives of business and commerce listen to remarks made by Dr. Viscardi during the luncheon served on the day of the conference.

COMPANIES REPRESENTED AT CONFERENCE ON PROJECT SENIOR ABILITIES

Abraham & Straus
Adelphi University
AIL/Division of Cutler Hammer
All-O-Matic Mfg. Corp.
Allstate Insurance Co.
Bulova Watch Co. Inc.
Brooklyn College
Brookhaven National Laboratory
The William J. Burns International Detective Agency Inc.
The Chase Manhattan Bank
Chemical Bank
Circuit Technology Incorporated
Cities Service
Commission for the Blind & Visually Handicapped
Deutsch Relay Division
Dowling College
Franklin National Bank
General Electric Co.
Grumman Corp.
Hazeltine Corporation
Hendrickson Bros.
Hills Supermarkets, Inc.
E. W. Howell Co.
Ideal Corporation
Insurance Company of North America
L. I. Daily Review
LITCOM Division, Litton Industries
Long Island Lighting Co.
Long Island University
Marine Midland Grace Trust
The M & T Company
Merrill Lynch, Pierce, Fenner & Smith
Nassau County Department of Labor
Nassau County Office for the Aging
N. Y. State Department of Labor, Div. of Employment
N. Y. State Division of Vocational Rehabilitation
N. Y. State Employment Service
New York Twist Drill Corporation
PRD Electronics, Inc.
Readers Digest
Republic Aviation, Div. Fairchild Hiller
The F. & M. Schaefer Brewing Company
Security National Bank
Slater Electric Inc.
Sperry Systems
Jerry Spiegel Associates
Siegmund Spiegel, A.I.A.
State University of N. Y. at Stonybrook
St. John's University
Sterling Drug Inc.
Stone & Webster Engineering Corporation
U. S. Trust Co.
WHLI Radio

NEW LIVES FOR OLD

The Story of Project Senior Abilities

Henry Viscardi, Jr., LL.D., and James P. Gelatt

Many of us are fast approaching the age when some days we are beginning to feel old or at least older. If you don't believe you are getting over-the-hill, just listen to a 9-year-old explain "orbital rendezvous" or try the modern math.

In approaching the problems of the older citizen, we have applied many of the considerations which apply to the disabled, in fact to all men.

To begin with, there are 20 million men and women age 65 and over—nearly 1 out of 10 Americans. Thirteen thousand of them have passed their 100th birthday. One American reaches 65 years of age every 20 seconds. They include the rich and the poor, the educated and the untaught, the hale and the sick, the skilled and the unskilled.

Our older citizens constitute a larger population than the total of 20 smaller states. By the turn of the century, there will be 28 million of them in America.

Dr. Viscardi is president of Human Resources Center, Albertson, N.Y., and Mr. Gelatt is director of public relations. H. Gordon Graham is the project director of the SRS-supported study described in this paper.

For their benefit we must reject the notion that retirement is a status, that old people are nice and have done their part.

Whatever aches and maladies our aged may suffer, none is so bad or so common as loneliness. The idea that people are well off when they have ample things to consume is hardly enough. Consuming things is only part of being well off. We also get happiness out of producing and creating things. "Pride of work," it used to be called. For many today it is only a memory.

Our attitude must change so that retirement from active productive living should be by choice and not by compulsion of age. Many of our older citizens have no desire to stop work. They want to be useful. Social Security and retirement benefits are not a satisfactory substitute for a pay check. Many are able to work and want to work. Modern methods of business, government, and industry must be altered if they are not to be denied the opportunity to do so.

Project Senior Abilities (PSA) at Human Resources Center, Albertson, New York, grew out of the realization that for thousands of individuals

Hadley Graham, project director, interviews an applicant for Project Senior Abilities. Some 200 retired and semi-retired clients make up the work force.

in our country, retirement meant being relegated to second-class citizenry. Recognizing that there are a great many men and women whose skills and talents are being wasted when they are forced into retirement, and understanding the pressing needs of the business community for temporary personnel who are capable of doing quality work, Human Resources Center sought to establish Project Senior Abilities.

Its purpose, as stated in the application to SRS, was to act as a liaison between the skilled senior worker and business and industry. The Center, through its research and training faculty, would evaluate a number of retired workers for the purpose of determining who best might be employed by firms in the greater New York area.

Through the development of this project, Human Resources Center is seeking, as it has with the disabled and retarded whom it serves, to alleviate some of the problems and frustration of the senior worker by helping him to maintain his dignity and independence. By developing a program of temporary employment, it was the Center's intent to avoid affecting existing pension and insurance plans thereby establishing a more favorable climate for the employment of the senior worker. By carefully evaluating each senior worker before recommending him for employment, the Center was assuring businesses and industries that they would have available a supply of skilled temporary personnel.

On November 14, 1969, the first step was taken. The Center had received the support of SRS and business, and proceeded with a conference in which prominent businessmen in the Long Island community were invited to learn of the new program. On the dais that day were executives from several well-known businesses in the New York area, including the Insurance Company of North America, Franklin National Bank, and the Grumman Corporation, who are also giving the Project their active support.

Over 125 businessmen attended and left convinced that the program had potential. They had suggested areas in which job skills were needed and had become aware of the existence and availability of a temporary work force which might serve their particular needs.

The Recruitment

Having set the stage, the next move was to secure the personnel. This has proved to be an ongoing program, with recruitment throughout the greater New York area. The project staff traveled to wherever it had an opportunity to share the news of the project with interested senior citizens.

Preretirement clubs in industry, senior citizens auxiliaries, church and social groups, all were contacted so that their members might learn of the opportunities being opened for them should they desire part-time, temporary work.

Sensing that the project had a unique appeal, the media became interested; spot announcements were begun, and still continue on a regular basis on some 20 radio and television stations. The project's director, H. Gordon Graham, himself a senior citizen, appeared live on talk shows and on WNEW's Focus program. Local press coverage proved particularly effective, and articles on Project Senior Abilities were placed weekly.

All of the efforts were coordinated through close contact with the Nassau County Office of Aging and the New York State Employment Service, and fre-

quent contact was made with the New York Division of Vocational Rehabilitation, to make other professionals aware of the program underway in behalf of the senior worker.

Each applicant receives careful evaluation, so that he might be placed in a temporary position to his liking and ability. Where necessary, training and retraining are provided by the personnel of Human Resources Center.

The Focus

The focal point of PSA was and is the development of a "work force supplement" or temporary employment program for older Americans. Each employee is placed on the payroll of Human Resources Center. His employment with a cooperating corporation might be full-time or part-time, short term or long term. He might perform his duties at the facility of the cooperating agency, at home, or at the Center, but by being listed on the Center's payroll, the older employee does not adversely affect the retirement or other programs of the cooperating corporation. Thus, for example, if the retirement program at a company demands that a highly skilled individual be retired at age 65, he could "retire" and yet continue to be productively employed working on tasks of vital interest to that company while not affecting its employee benefit programs, since he would now be an employee of Human Resources. Further, seasonal employment demands, or short term business emergencies, may be effectively handled without disrupting the normal operations of the cooperating organization or requiring relatively great amounts of time in recruiting, screening, and training.

Thus, it should be clear that the program does not "disenfranchise" qualified full-time employees. If the job in question can be effectively performed by a full-time employee of the corporation, it does not come under the province of this project. The characteristics of the employment opportunities are these: (1) that the job be of a part-time and/or short term nature; (2) that there be no career opportunities appealing to the younger worker associated with the job; and (3) that qualified professionals believe that it would be inefficient to train a younger person to do the job when there are older employees available who already possess appropriate skills.

Many jobs today are fast becoming obsolete. This is especially true in an era of computer services and data processing. There is little or no value in training younger workers for a job which will be obsolete in 3 to 5 years. Yet the job must be done. To the older worker, the future obsolescence is not important. He brings to this job environment, a reservoir of lifetime skills and an attitude of respectful gratitude for the opportunity to be productive.

The Impact

Part of the evaluation of a program as unique as PSA must focus on the economic impact it creates. The evaluation must include the number and percentage of clients placed, the average length of employment, and their dollar earnings. In order for the program to be successful in other localities there must be a description and an identification of the type of companies, jobs, and individuals which are found to be appropriate for the successful employment of older workers. Data with regard to the

Part-time and temporary employment is found for clients in such occupations as accounting, security, sales, teaching, and quality control.

amount and type of retraining necessary to bring older persons to a productive level will be tabulated and discussed by the research faculty. Thus, evaluation of Project Senior Abilities is attempting to relate characteristics of older workers in the program to success on the job. Data, such as the sex, age, amount and previous type of work experience, attitudinal characteristics, etc., of each client will be correlated with indicators of successful job placement in an attempt to identify those properties of older employees which are predictive of job success. In this way, PSA can serve as a model for the creation of similar programs across the country.

The Progress

As PSA completed its first year, it boasted a temporary work force of over 200 retired persons, having placed some 75 of them in work opportunities in the Long Island area. Among the occupation categories in the skills bank are: clerk, secretary, keypunch operator, switchboard operator, security guard, sales personnel, draftsman, teacher, proofreader, teletype operator, bench worker, addressograph operator, quality control engineer, lawyer.

Project Senior Abilities is naturally feeling the squeeze of the current economic recession, but as Frank Gentile, Vice President of the Center puts it, "We have a program in Project Senior Abilities which has great potential. We are confident that if our progress has been this successful considering we are a new organization in somewhat trying times, we have at least demonstrated that the senior employee has a place not only in business or industry, but in society as well. He need not become a passive recipient in the welfare state, but can continue to be a happy, contributing member of the American economy." It would appear that the employers who have taken part in PSA would agree. Among the comments by business executives:

From the manager of one of the country's largest detective and security agencies: "We have found Mr. W. to be competent and conscientious, and would like to take this opportunity to thank you personally and the Human Resources Center for your efforts in providing this referral. Be assured that we will call upon you in the future for assistance in filling other positions within our organization." From an equipment company in New York: "We are now very happy with a bookkeeper, Mr. F., and also a part-time secretary, Mrs. M."

And from the plant manager of a color corporation, "I believe I have talked to a dozen or so employers who have at one time or another been in the same situation. They are very interested in my result . . . I have spread the 'word' to many people and I only hope that they will take advantage of this opportunity as I have."

Perhaps as important as the opinion of businesses who have become involved in PSA are the feelings of those for whom it is a source of independence and self-sufficiency. One man puts it this way: "I still feel, at the risk of being thought immodest, that I'm a very young 68. I'm not so much concerned about money as I am about being alert. I want to be part of the mainstream of society."

The Time Is Now

For our older citizens and for everyone, if we are ever to enjoy life, now is the time—not tomorrow, nor next year, nor in some future life after we have died. The best preparation for a better life next year is a full, complete, productive, joyous life this year. Right now, at any age. Our beliefs in a rich future life are of little importance unless we translate them into a rich present life. There are really no twilight years. Today should always be the most wonderful day.

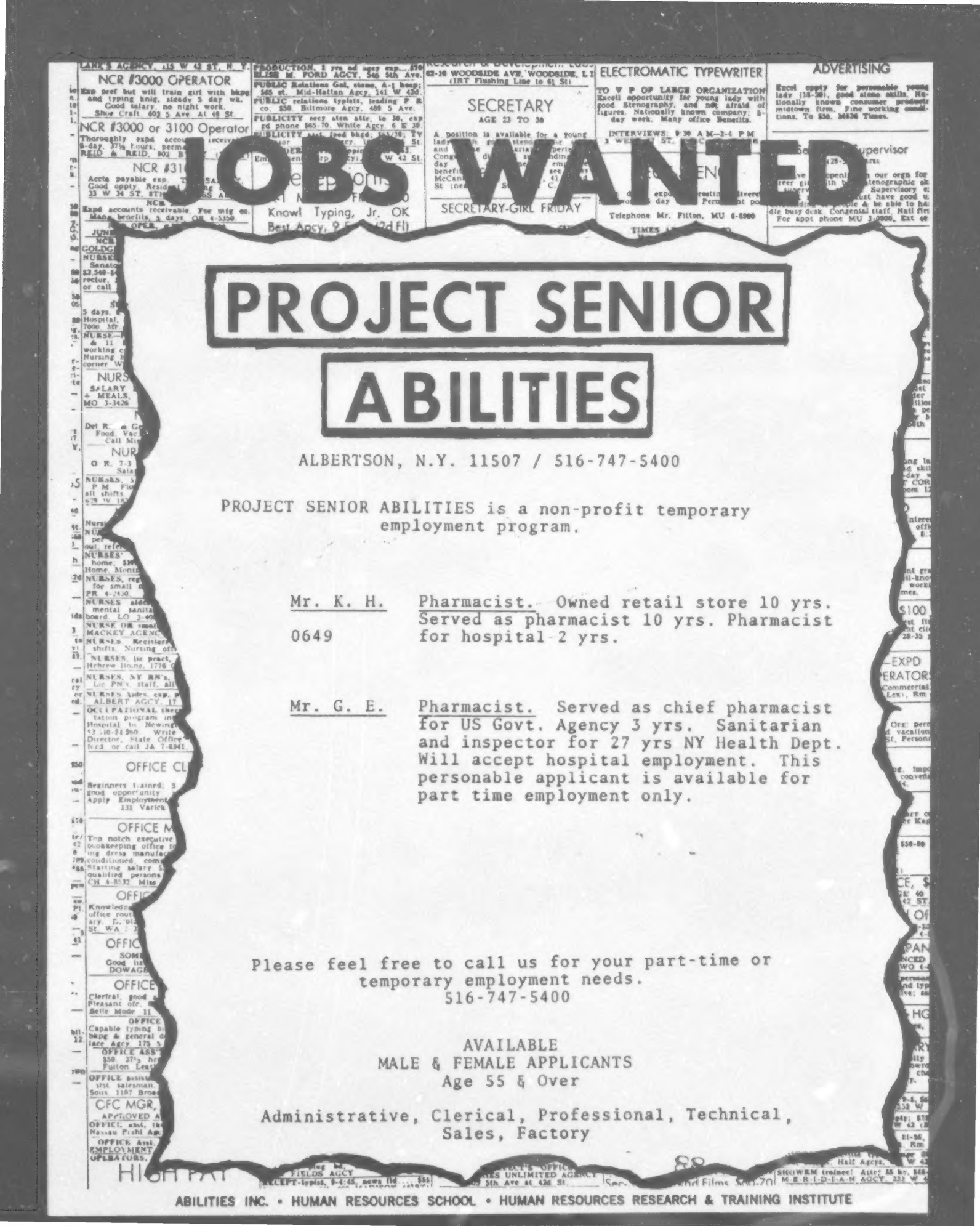
Human Resources Center has found working with its older citizens as rewarding as the experiences it has known with the disabled. Chronological age is not your true age. Every person is different and no two people born on the same day are really as old as each other by the time they get past middle age. Experts on aging around the world are working on a whole new calendar of human life, based not on months or days or years, but on an analysis of factors which will determine how far you have traveled along a normal life span.

The great Satchel Paige will long be remembered for his endurance record as a pitcher. He was one of the baseball greats. This was his advice for staying young:

Avoid fried meats which angry up the blood. If your stomach disputes you, lie down and pacify it with cool thoughts. Keep the juices flowing by jangling around gently as you move. Go light on the vices, such as carrying on in society. The social ramble ain't restful. Avoid running at all times. Don't look back. Something might be gaining on you.

"*Another* crackpot group!"

Project Senior Abilities
OFFERING SKILLED TEMPORARY PERSONNEL TO THE BUSINESS COMMUNITY
For More Information Call (516) 747-5400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Nassau Center Is Helping Retired Workers to Find Meaningfu

By ROY R. SILVER
Special to The New York Times

ALBERTSON, L.I., March 13—Nassau County's older residents who are seeking temporary or part-time work after their lifetime careers have ended are being aided by a federally funded program at the Human Resources Center here called "Project Senior Abilities."

Since the project was started in November, 1969, 130 people 55 years of age or older have been placed with business and industry in a program that matches talents with job openings.

Although the project, developed under the Social Rehabilitative Service Department of the Department of Health, Education and Welfare, is designed mainly to find temporary or part-time work for its clients, employers have been so pleased that 20 of the 130 persons have obtained permanent employment.

"We're trying to prove the older person is still active, can serve the community and can become financially independent," said Hedley Gordon Graham, the project director, in an interview.

Mrs. Phyllis Fischer, coordinator of the program, noted that older people had a need for activity and the desire to feel some value as an individual. In addition, there was frequently the need for supplemental income for those receiving Social Security.

Seek New Horizons

"Men come in and say, 'Look, I'm not only losing every argument with my wife, but I'm losing every argument with myself and I've got to get away from that hoe and rake and change the horizon from the front window,'" Mr. Graham said.

Although the project will not accept anyone under 55 years of age, there is no maximum age limit. A registered nurse who graduated from the Massachusetts General Hospital in 1909 came in seeking work and her name is among 460 others on file for employment. However, the directors noted sadly, there seems to be little opportunity for a person of 88.

The center is a nonprofit organization that operates Abilities, Inc., a demonstration work center for the disabled and retarded, and the Human Resources School, which gives tuition-free education to children from pre-school to senior high school age.

The center acts as the employer and pays the salaries for persons in the project who are employed. The center then bills the clients for the salaries. This is done because many companies would be unable to hire older persons because of retirement restrictions, insurance problems and fringe benefits.

Mr. Graham, who is 70, has had a career in dramatics, films and as program director for special events at the World's Fair. He said he was pleased with the response from employers, and is fond of recalling some examples:

One comment from an employer was: "He outworked a 22-year-old college kid, whom I fired the next day." Another was: "Any thought that these senior citizens may not have the stamina to do a full day's work should be dispelled by this work performance."

500 Letters Sent Out

Mr. Graham and Mrs. Fischer make telephone calls to potential employers, advertise on radio and in newspapers and on television and send about 500 letters out a month in efforts to obtain jobs for their clients.

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"We have the potential employes," Mrs. Fischer said. "What we need are employers."

When a job is offered to an older person and it is necessary to brush up on some forgotten skills or learn new ones, the facilities of the Human Resources Center are used to test the individual and then teach him.

Hobbies Pay Off

Some of the older persons, like the baker whose grandfather and father were bakers before him and who never wanted to see another loaf of bread again, find that their special interests or hobbies lead to new fields of employment.

One of Mr. Graham's favorite stories concerns Melchior Van Brakel, a 66-year-old man of great dignity who was disappointed with enforced retirement.

It turned out that Mr. Van Brakel had had the unusual job in the Netherlands of being a foodmaster and had worked for more than 20 years for K.L.M. Airlines in its commissary.

"Now that you know my job, what can you do for me?" Mr. Van Brakel asked, Mr. Graham related.

"What are your hobbies?" I asked.

"Food and grandchildren," he replied, and smiled as he left saying: "You won't find anything for me."

Mr. Graham called a friend, Nick Monte, the proprietor of Gurney's Inn at Montauk, L.I., and told him about his client.

"Mr. Monte said: 'I'll take that man regardless of the cost. There's very few of them in this country,'" Mr. Graham recalled.

Mr. Van Brakel was hired to start at $50 a day and was later given a seaside cottage for himself and his wife and has a place where his grandchildren could visit him.

Mr. Monte said that his new employe had saved him $10,000 in one season, Mr. Graham said.

Overcoming job hurdles

by JACK LEAHY

Thanks to Project Senior Abilities, Mrs. Dorothy May found a job in Manhattan office as part-time secretary.

Mrs. Phyllis Fischer is coordinator of project which is operated by Human Resources Center, Albertson, L.I.

"PROJECT SENIOR ABILITIES (PSA) is an economically sound employment program for the aged," says Hedley Gordon Graham, project director of the Human Resources Center in Albertson, L.I. "Our goal is to improve the older worker's social, psychological, physical and economic status while simultaneously meeting the needs of competitive industry."

Now in its second year of operation, PSA has found temporary jobs for 130 people who are 55 years of age or older. In view of the tight job market of recent months, this represents quite an accomplishment.

"All things considered, we haven't been doing badly," says Mrs. Phyllis Fischer, coordinator of the project. "But we wish we could do much better. We have a big problem trying to educate businessmen about the value of hiring older people. Ordinarily, companies aren't inclined to do this.

"But wherever we have placed anyone, we've gotten a fantastic response from the company involved. Employers are pleased because our workers have been dedicated, knowledgeable and loyal. They turn out as much work or more than younger people do and they're not distracted by office politics and a lot of other interests which concern the young."

Financed by a $70,000 federal grant, PSA was meant to be a pilot project for similar programs to be set up throughout the nation. As a nonprofit operative agency, PSA hires the individual, puts him on its own payroll and then makes a contract with an employer for his services.

"There are a number of reasons for doing it this way," explains Mrs. Fischer. "For one thing, many firms have mandatory retirement policies which would prevent them from hiring an older person. Other companies have pension and insurance plans which would be barriers.

"PSA avoids those hurdles by acting as an intermediary employer. And if they wish, firms may hire our referrals on a permanent basis."

At its inception, PSA had the backing of more than 100 business leaders, including executives of the Grumman Corporation, the Insurance Company of North America and the Franklin National Bank. Although its home base is on Long Island, the project also serves New York City residents at the offices of Just One Break, 373 Park Avenue South.

"Our interviews are generally much longer than those conducted by a commercial employment agency," says Mrs. Fischer. "We try to allow enough time for the senior citizen to relax and tell us about himself. Often, we learn things about hobbies or leisure interests which will make it easier for us to place the individual in suitable work."

According to Mrs. Fischer, there are no particular skills required of PSA workers and there is no maximum age limit.

"Most of the jobs that we get to fill are simple clerical or light manufacturing positions," she reveals. "Anyone in reasonably good health has no difficulty in doing this type of work.

"Of course, we do get men and women who have had a great deal of experience in more demanding jobs. But most of them are more or less retired now and they're just looking for something to keep them busy for a few days or even a few hours a week."

For information about applying for Project Senior Abilities, write to:

Human Resources Center
I.U. Willets Rd. and Searingtown Rd.
Albertson, N.Y. 11507

PROJECT SENIOR ABILITIES

About two years ago, Project Senior Abilities was begun. Its purpose: to demonstrate that workers over the age of 55 need not join the ranks of the idle unemployed. Its goal: to place such individuals in meaningful jobs in the Long Island area - helping the businsss community with their needs for skilled employees, while at the same time, helping the senior worker to supplement his retirement income.

Nearly 200 retired or semi - retired individuals have been placed in the program, which is coordinated by H. Gordon Graham and Thomas Manfred under the auspices of the Human Resources Center in Albertson. The project maintains a skills bank of 350 persons, whose skills are in a range of areas including: office management, supervision, advanced and general clerical area, expediting and security.

What makes Project Senior Abilities unique is the services which it can offer to the businessman:

-- skilled personnel, with years of experience in their field

-- people who are eager to work and capable of working with little direction or time on the part of the employer

-- training services, should the employer desire special skills before he hires the particular person

-- no worries about pensions, insurance policies or the like. All of these are handled not by the businessman, but by Project Senior Abilities

– personnel when the employer needs them, for as long as he needs them.

Project Senior Abilities acts as the employer, pays the salaries for persons in the project who are employed. The Project then bills the employer for the salaries. In this way, companies are able to employ the senior worker without regards to retirement restriction, insurance problems, and fringe benefits.

The focal point of Project Senior Abilities is the development of a "work force supplement" or temporary employment program for older Americans. His employment with a cooperating corporation might be full - time or part - time, short term or long term. He might perform his duties at the facility of the cooperating agency, at home, or at the office of Project Senior Abilitiss in Albertson, but by being listed on Project Senior Abilities' payroll, the older employee does not adversely affect the retirement or other programs of the cooperating corporations.

Thus, for example, if the retirement program at a company demands that highly skilled individual be retired at age 65, he could "retire" and yet continue to be productively employed working on tasks of vital interest to that company.

Further, seasonal employment demands, or short term business emergencies, may be effectively handled without disrupting the normal operations of the cooperating organization or requiring relatively great amounts of time in recruiting, screening, and training.

Thus, it should be clear that the program does not "disenfranchise" qualified full employees. If the job in question can be effectively performed by a full - time employee of the corporation, it does not come under the privince of this project. The characteristics of the employment opportunities are these:

(1) that the job be of a part - time and / or short term nature

(2) that there be no career opportunities appealing to the younger worker associated with the job and

(3) that qualified professionals believe it would be inefficient to train a younger person to do the job when there are older employees available who already possess appropriate skills.

Many jobs today are fast becoming obsolete. This is especially true in an era of computer services and data processing. There is little or no value in training younger workers for a job which will be obsolete in 3 to 5 years. Yet the job must be done. To the older worker, the future obsolescence is not important. He brings to this job environment, a reservoir of lifetime skills and an attitude of respectful gratitude for the opportunity to be productive.

The response by those employers who have been involved in Project Senior Abilities is enthusiastic. Another comment was: "Any thought that these senior citizens may not have the stamina to do a full day's work, should be dispelled by their work performance."

This is, according to Gordon Graham, Director of the Project, the key to the success of Project Senior Abilities:

"We are not seeking charity from the Long Island community. We are offering a service - skilled personnel, capable to meeting the particular needs of the businessman. The fact that our files are made up of people over the age of 55 is incidental - they are good workers first, and that is what businessmen want and must have."

Knowing the Lions Club's contributions toward rendering service to a community, we feel that bringing the information on Project Senior Abilities before your members will develop an interest in helping us to accentuate the expressed purpose behind this particular governmental program.

Project Senior Abilities is conducted at the world famous non - profit Human Resources Center, founded by its President, Henry Viscardi, Jr. The Center is composed of three units: Abilities Inc., demonstration work center for the handicapped: Human Resources School for severly disabled children who were previously on homebound instruction. Human Resources Research and Training Institute which conducts research training demonstration programs relating to the disabled.

If you feel that an arrangement can be made whereby the Director or Coordinator may have the privilege of discussing this Project further with your local membership, we will be more than happy to attend a future meeting at your convenience.

Persons interested in finding more about Project Senior Abilities, or in obtaining qualified part - time personnel, may contact Gordon Graham, director, or Thomas Manfred, Coordinator, at 516 - 747 - 5400.

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project senior abilities

Project Senior Abilities began in 1970 as a pilot program aimed at providing an experienced and capable part-time and temporary work force of people 55 years and up for the New York-Long Island business area. ☐ The project, which now maintains a skills bank of over 300 highly experienced senior citizens with successful backgrounds in such areas as office management, supervisor, advanced and general clerical skills, and expediting and security, has served many major banks, insurance companies, department stores, restaurants and other businesses with its personnel services. ☐ Project Senior Abilities offers many side benefits to the prospective employer, who need not worry about pensions, insurance policies or other fringe arrangements, all of which are taken care of by the project itself. Furthermore, the employer can choose his part-time or temporary personnel when he needs them, for as long as he needs them. ☐ Only those individuals whose special skills are conducive to the particular job requirements and whose experience lends itself to the job tasks are selected for the needs of the employer and his business.

A RANGE OF DIVERSIFIED SKILLS IN:

OFFICE MANAGERS • SUPERVISORS • EXPEDITORS • SECURITY GUARDS
CLERKS • SALES • PROOFREADERS • ACCOUNTANTS • SWITCHBOARDS • SECRETARIES (Medical, Legal) • BENCH WORKERS • QUALITY CONTROLLERS • DRAFTSMEN • BOOKKEEPERS • MESSENGERS • DISPATCHERS • CHAUFFEURS

PROJECT SENIOR ABILITIES OFFERS YOU:

- ☐ **EXPERIENCE** *(capable people needing little or no direction)*
- ☐ **DEPENDABILITY** *(knowledgeable and reliable personnel)*
- ☐ **SPECIAL SKILLS** *(the right man to fill your particular needs)*
- ☐ **BENEFITS** *(all paid for you by Project Senior Abilities)*
- ☐ **TIMELINESS** *(personnel when you need them... for as long as you need them)*

FOR MORE... CONTACT:

HUMAN RESOURCES CENTER / PROJECT SENIOR ABILITIES
516/747-5400

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